TRAINING HANDBOOK OF THE AMERICAN UNDERGROUND

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FOREWORD

"AMERICAN UNDERGROUND" — Is this the name of a new organization? Is it politically to the right or left? How can the term be applied to any activities presently within the United States? "Underground" is generally defined by most dictionaries as: "A secret organization fighting established government or occupation forces."

Two hundred years ago, many "underground groups" were in existence to fight for the cause of freedom. Members of one well known fraternal organization met, conspired, and perpetrated the act of dumping the tea into the Boston harbor. This is but one example of many "underground activities" of that time in history.

Since that time, and particularly within the last few decades, various groups and organizations have come and gone. Usually served by a biased new media, these groups came into existence as a vehicle to fight what their leaders and membership considered to be paramount of the social ills at hand. Although having their own identities as to enemies to fight, they usually centered around governmental activities that have resulted in unbelievable taxations and encroachment of personal liberty.

These underground groups have existed largley as small autonomous organizations with their leadership confined to their local area. Tries at national leadership have been made with varying degrees of success. No one leader has yet reached the level of omnipotence. Perhaps this is largely due to the quality of the general membership. Proponents of individual freedom seem to be the last to be motivated by herd instincts.

The more professional underground groups have had membership training programs of varying degrees. The training lessons reproduced in this manual have been in existence for many years and have been modified and used by several groups. The original authorship remains unknown, although lauded for originality in ability to compile a complex subject matter into a correspondence course.

CAPABILITIES OF UNDERGROUND WARFARE

The capabilities of underground warfare depend on many different factors; such as the size of the area involved, type of terrain, density of population, anti-guerrilla activities and many other factors. Most important of all is the degree of freedom afforded the civilian population.

Cuba serves as an example. When Castro was in the mountains fighting Batista, his band was in constant contact with the civilian population. From them he received information, warning of approaching troops, food, and supplies. The fact that civilians were allowed to travel at will in the foothills made it possible for Castro agents and new recruits to move in disguise to and from his mountain retreat.

After Castro came to power and anti-Castro guerrillas were in the mountains, the situation was much different. Castro cleared the "no-man's land." Thus isolated, the anti-Castro forces could not smuggle in supplies or new recruits. They were deprived of the guerrilla's best means of obtaining information and advance warning of enemy attacks.

Another comparison can be made between the Nazi conquest of France and the Chinese communists of Tibet.

Although the Germans were often brutal, they did at times display an unexpected degree of chivalry and a sense of fair-play. One of the three principal leaders of the French underground was arrested, but he was not executed. Later he escaped and made his way to England. After being re-equipped, he parachuted back into France and directed guerrilla forces for two more years; which resulted in wide-spread sabotage and untold damage to the German war effort.

During all of this time, the guerrilla leader's family lived in France in comparative confort and safety. The Germans knew who this man was. They knew where his wife and seven children lived. They could have held his family as hostages and threatened to torture them unless he surrendered, but they did not. Compare this with the communist treatment of civilians in Tibet, Africa, and Southeast Asia.

After the Chinese conquest of Tibet, families were systematically broken up and separated. Adults over fifty were killed or turned out to starve. Children under fifteen were shipped to China for communist indoctrination. Married couples were separated. Most men were castrated to make them docile, then sent to slave labor camps. Women were systematically impregnated to start raising a new generation of half-breed communists.

Under conditions such as we have described in France, underground warfare is not only possible, but almost certain. Under conditions as they now exist in Tibet, guerrilla warfare is almost impossible.

If the United States ever falls victim to communism, either from within or from without, we must expect treatment as befits our role as the major deterrent to the communist goal of world conquest. Whether such conditions are imposed on our people quickly or slowly probably depends on whether we fight it out or surrender meekly. Sooner or later the results will be the same.

This does not mean that guerrilla warfare against a communist regime in the United States is impossible. It simply means that we must start making our plans and preparations without delay. It means also, that we must fight to the death, if necessary, to prevent communist conquest. We must not wait until all hope of victory is gone before we start to fight back.

We are facing a determined and crafty enemy. He has thrown away the rules of decency and fair-play. He has written an entirely new book of rules. He has written into it every dirty trick and below-the-belt blow that he can think of.

If we fail to adopt his set of rules, then we are beaten before we start. In our present situation, we have no other

choice but to use every one of the enemy's tricks — plus a few new ones of our own.

Given reasonable conditions of enviroment and sufficient advance preparation, guerrillas can inflict extreme damage on any enemy, and can ultimately lead to the defeat of forces far more numerous and better equipped than themselves. The examples are numerous:

Lawrence of Arabia brought about the eventual defeat of Turkey with bands that never totaled over one thousand. For two years during the Boer War, a small band of Boer guerrillas held down 250,000 British troops. In Palestine, a handful of fanatics were able to dissipate the strength of an Army Corps.

During World War II, Germany lost as much or more material to guerrilla and underground forces as it did to conventional armies.

In one period of just seven hours, the Russian guerrillas made over 1,000 separate raids against German forces and installations! Just imagine the number of troops that would be required to guard against such widespread guerrilla warfare.

The French armies in Vietman were more numerous, better equipped, and more skillful at conventional warfare, yet they were ultimately defeated by ragged and illiterate natives that drifted around their outposts and between their lines like smoke through screen wire.

The total cost of equipment and supplies by enemy forces in Laos would probably not exceed 500,000 dollars. The U.S. has spent over one thousand times that amount on economic and military assistance and is still losing that country to communism.

Castro guerrillas were still out-numbered 1,000 to 1 by the regular army on the day that Batista fled Cuba.

The Communists think they have a monopoly on guerrilla warfare. We can show them differently.

Ever hear of the "great American sense of humor"? In no other country is the "practical joke" so widely appreciated or so ingeniously applied as in the United States. Sabotage is nothing more than the "practical joke" carried to its ultimate extreme. We doubt that the communist can even imagine what they would be up against if they tried to put an occupa-

tion army in North America.

During World War II, the German occupation army in Norway numbered one German for every 18 Norwegians. Yet the German troops hardly dared walk the streets at night.

German forces occupied Denmark with an average of six Germans per square mile and even though the civilians of that country had few arms of their own, the Germans never completely stamped out the underground activity.

Together with our Canadian allies, we number over 200,000,000 and occupy a land mass of over eight million square miles. It is estimated that the civiliam population of the United States alone has in its possession over sixty million rifles, shotguns, and pistols. If this figure sounds like an exaggeration, just consider the fact that Winchester Arms Company has manufactured three and a half million rifles of one single model. At the present time, it is estimated that the hardware, sporting goods stores, and the people themselves have on hand over 4,000,000,000 rounds of ammunition!

No wonder the communist sympathizers in this country want us Americans to disarm ourselves through restrictive anti-gun laws!

Under present circumstances, the occupation of North America alone would require an armed force ten times greater than the total standing armies of Russia and China combined.

Of course, they might raise an army sufficiently large, but if they sent their armies over here, who would keep control over their own peoples at home? We're sure the communists are well aware of these facts. It's the American people who fail to realize their own strength.

The time may come when communist infiltrators within our government succeed in getting a law passed which would require civilians to register or tun in their firearms. If such a time comes, it is the duty of every PATRIOTIC AMERICAN to do just the opposite. Hide your weapons away. To surrender your arms is to surrender your liberty — and most probably your lives as well.

Even after a possible atomic holocaust, there will still be enough of us left to protect our constitutional republic and

pass the precious gift of freedom on to future generations — if we are prepared.

Perhaps the greatest guerrilla fighters of all time were the American Indians. They lost their battle against the white men not because of poorer weapons or lesser numbers, but rather because they did not realize their danger soon enough and take action while victory was still possible. They also spent considerable time fighting among themselves. If we lose our battle against communism, it will likely be for the same reasons.

STRATEGY OF GUERRILLA WARFARE

In its strategy, technique and operation, guerrilla warfare is almost the exact opposite of conventional warfare.

Conventional warfare is designed to bring the greatest possible concentrations of power to focus at the proper time and place by which the enemy forces can be overwhelmed, defeated, and captured. Guerrilla warfare must be conducted as to cause the greatest possible dispersion of guerrilla forces.

F. O. Miksche (Chief of Secret Service for General DeGualle's free French forces) has written as follows: "In normal war, the objective is perfectly clear; the destruction of the enemy in battle. The battles of underground warfare, if they can be so-called, have a totally different character. There is no battlefield in the proper sense of the word, and not one large blow but a number of small ones are struck ceaselessly in all directions and at all times.

One might expect that guerrilla warfare would become less effective as the scientific and technical weapons of war become increasingly more powerful and more complicated. Exactly the opposite is true. Modern armies, like modern governments, have become so bureaucratic that their general commands are usually unable to make or change plans quickly and decisively. Straight jacketed as they are by rigid discipline; junior officers, smaller units and even the individual soldiers are almost incapable of effective independent action.

The guerrilla band, moving faster than the "reaction time" of conventional forces, may be compared to the small but agile matador that toys with an enraged bull. With every

rush, the bull receives another painful jab. Charging wildly here and there, the bull soon dissipates its strength and is at least exhausted and beaten; just waiting for the coup de grace.

Miksche continues: ". . . without underestimating in any way the importance of large-scale employment of modern weapons, man remains the being whose soul brings life to the machine. Thus, the individual combatant, completely disregarding all instinct of self-preservation, can easily succeed in destroying the most deadly and complicated engines of war. The history of the last conflict proves this clearly. Not only has guerrilla warfare survived into the era of aeroplanes, tanks and massed armies, but in that era it has reached its highest development.

Guerrilla strategy strives to overcome material superiority, not by the employment of more perfect material, or by greater numbers, but rather by the use of superior intelligence, greater mobility, and the ultimate degree of courage.

Whereas conventional forces try to maintain contact with the enemy, guerrilla forces strive to avoid contact. The essential strategy of guerrilla warfare is said to be the air of constantly escaping from the enemy.

Guerrilla bands never seek to hold or occupy territory, not even their own hide-out, if it should be discovered. Their very existence, even without contact, causes the enemy to expend his energies to guard against them, and thus constantly drains the enemy forces of their strength.

Instead of driving enemy columns away, the guerrillas strive to constantly lure them farther and farther from their source of supply. Instead of cutting off the enemy outpost's supplies entirely, thus forcing them to retreat, the guerrillas allow short rations to reach such outposts so as to keep them there. The longer they stay, the weaker and more depressed they become.

A regular soldier can occupy only the territory within range of his gun. Without a definite target, he is helpless. Thus a cardinal part of guerrilla strategy is to deny the enemy definite targets.

This is not to imply that guerrilla warfare is easy. Just to

the contrary, it requires an ultimate in skill, cunning and physical endurance. The matador need make only one mistake and he ends up on the bull's horns.

There are five conditions essential to successful guerrilla warfare:

1. The guerrillas must be intimately acquainted with the area in which they are fighting.

2. They must have plenty of space in which to maneuver.

3. The tenacity, patriotism and courage of the people must be such as to enable them to fight this type of war.

4. The war must last long enough to allow the underground movement to develop.

5. The guerrilla forces must receive support from the regular army, from a foreign power, or from a wide cross-section of the general population.

THE UNDERGROUND

Underground movements engage in five separate but overlapping activities:

1. INTELLIGENCE
   (a) Gathering information about the enemy.
   (b) Passing such information on to friendly military forces.
   (c) Use of such information in planning the most effective means of sabotage and guerrilla activities.
   (d) Misdirecting and confusing enemy forces by planting false or misleading information.

2. SECURITY
   (a) Protecting the identity of underground personnel and their families.
   (b) Keeping secret the location, movements, and plans of guerrilla bands.
   (c) Keeping secret the location of guerrilla headquarters, alternate hideouts, and supply depots.
   (d) Protecting the identity of civilians, or individual members of the enemy population, that are friendly to underground forces.
   (e) Protecting the location of friendly military forces that the underground members may have knowledge of.
   (f) Maintaining secrecy of communications.

3. PROPAGANDA

(a) To convince underground forces themselves of the value of their efforts, the rightness of their cause, and the certainty of ultimate victory.

(b) To convince the civilian population that the underground members are true patriots — not bandits as the enemy will claim — and that it is the duty of the civilian population to render the guerrilla bands every possible assistance, even at certain risk to themselves.

(c) To convince enemy forces that they cannot win, to make them doubt the rightness of their own cause, to lower their morale, to confuse their thinking, and misdirect their efforts.

(d) Propaganda designed especially to counteract the enemy propaganda.

(e) Propaganda directed to neutral forces and foreign civilians, urging them to join the fight in support of guerrilla forces.

4. SABOTAGE

(a) Active sabotage: designed to destroy enemy resources, supplies, communications and personnel.

(b) Passive sabotage: designed to slow production, misdirect shipments, lose critical machine parts, allow perishable merchandise to spoil, etc.

5. GUERRILLA WARFARE

(a) Delay enemy troop movements.

(b) Scout his forces for information.

(c) Destroy enemy scouts and patrols.

(d) Ambush enemy columns.

(e) Mine roads or buildings apt to be used by the enemy.

(f) Trap or misdirect armoured spearheads.

(g) Raid enemy troops or installations.

(h) Harass enemy flanks and support forces.

(i) Cut enemy supply lines.

(j) Systematically snipe at the enemy officers and troops.

(k) Deny the enemy use of certain roads thus concentrating his forces for attack by friendly aircraft.

(l) Ambush paratroop or amphibious landings of small parties.

(m) Make the enemy chase you, thereby wearing his troops out and spreading them thin.

(n) Give the enemy no peace, day or night, good weather or bad.

(o) Kidnap high ranking officers and hold them as protection against reprisals on friendly civilians.

(p) Poison enemy water and food supplies.

(q) Remove or destroy valuable equipment before it falls into enemy hands.

(r) Dominate the open country and keep the enemy confined to his own well guarded barracks.

(s) Maintain continuous psychological pressure on enemy troops — keep them afraid, lonely, and uncertain.

(t) Kill the enemy — in every possible way, at every possible opportunity.

(u) Recruit new band members and transport them to the band.

(v) Maintain systems of supply and distribution, primarily by thefts from the enemy, or raids upon his supply depots; secondarily from friendly armed forces or by a fair and equitable "tax" on the civilian population.

(w) Supply individual members with forged identity cards, travel permits, etc.

(x) At times, skilled guerrilla forces may even counterfeit money or manufacture their own weapons and explosives.

(y) Assist in the escape of friendly prisoners held by the enemy.

(z) Cooperate to the fullest extent with any friendly military forces.

GUERRILLA WARFARE IN NORTH AMERICA

Should guerrilla warfare occur on this continent, we would certainly expect it to assume a different character than the guerrilla fighting of Vietnam, or even the underground warfare of Europe.

The character of the American people is such as to make widespread rebellion almost certain under any form of tyranny. Even among many "free" Nations of Europe, the carrying of identity papers has long been accepted as an unavoidable nuisance. There are very few places in the world outside of the United States in which a person can travel for thousands of miles without first obtaining a passport or visa.

Such things as travel permits and identity cards would be the very minimum action that a totalitarian government would insist on to help them control the population. Yet, even this would be dramatic proof to the American people that they were no longer free.

In other parts of the world, it has been generally found that 90% of the population will submit to occupation by enemy troops without fighting back until their own homes and families are actually attacked. There is every reason to believe that a much greater percentage of the American population would be ready to take up arms against a foreign invader or a communist imposed government.

We have already mentioned the large population and immense land mass that would be involved. Room to maneuver, as we have seen, is one of the necessities of successful guerrilla warfare. Throughout the United States, Canada, and Mexico, the wide variety of terrain and population density would lend itslef naturally to unrelenting sabotage and guerrilla activity.

We have also mentioned the role of surplus food and supplies in the support of underground warfare. Even after an atomic holocaust, it is hard to imagine a complete absence of surplus food, including both domestic and wild growing plants which the guerrilla band could draw on for sustenance.

In the United States proper, the transportation, highway, and road systems are in a completely different class from other areas which has experienced guerrilla warfare.

Even in that part of Russia which was occupied by the Germans, the road system was comparatively primitive. Horse drawn vehicles were common and the large bulk of the people moved on foot.

Guerrilla bands in other parts ot the world have successfully moved themselves and materials by foot over jungle trails and through mountainous ravines. The distances involved, however, were comparatively small.

Through the United States alone, there are literally millions of miles of roads — paved highways, black tops, gravel roads, and dirt. How is an enemy to keep watch on all this seemingly endless labyrinth of roads? To the average communist soldier, they would be as confusing as wilderness trails.

In view of these differences, it may well be that guerrilla bands operating in the United States could use motor transportation and mechanized weapons to an extent which has not previously been possible in guerrilla warfare.

Naturally we cannot really know whether such fighting will ever be required of us. Neither can we know what kind of enemy we may have to fight or under what conditions.

It may be that the guerrilla fighter on the North American continent will be best equipped with a camouflage suit, pack of survival rations, and an automatic rifle. On the other hand, it might well occur that the North American guerrilla will be best camouflaged while wearing a business suit and carrying a brief case with a silencer equipped pistol.

These are things to consider, think over now, and prepare for the future.

UNDERGROUND TRAINING PROGRAM

It would be a mistake to think that our enemies have one set plan for world conquest. They are maintaining many continuous attacks on many fronts at the same time — military, political, and psycholigical; both internal and external. They are continuously probing for weak spots in the defense of the free world. During the past twenty years, so many openings have been left to them by the stupidity and collusion of Western leaders, that they have been able to advance almost at will.

There is little we can do to change this situation at this time. Rather than deplete our limited resources on futile attempts to do so, we must concentrate on building a workable, anti-communist, underground army based on realities rather than wishful-thinking; and organized on the tried and proven principles of underground warfare.

The communists have forty years of experience in suppressing anti-communist guerrilla activity. If we are to fight them successfully — if we are to hold out until the final victory of freedom over tyranny — then our underground army is going to have to the most skillful and the most dedicated that the world has ever known. There is only one kind of member that can qualify for such an army — the very best!

This will require intensive training and practice. There is no short-cut to perfection. By drawing on the talents of several of our more experienced members, we think we now have a training program that can develop that kind of underground army.

In this program, four different types of training will be involved:

a. Correspondence and printed material.

b. Tape recordings, picture slides, charts, etc.; sold or loaned to bands or individuals.

c. Actual experience — "on the job" training by doing assignments.

d. Training maneuvers — Due to the difficulty of keeping large training meetings secret, such sessions should be held only for small select groups that have already completed sufficient preliminary training by other means.

PHASE I:
INTELLIGENCE, SECURITY AND PROPAGANDA

Phase I of this training program is designed to give our members basic knowledge and practice in intelligence, security, and propaganda. This first phase is basic preparation for advanced training in these three important activities, which will be dealt with in greater detail further in the training program.

INTELLIGENCE:

Guerrilla warfare, as we customarily think of it, cannot succeed unless it is supported by a well-developed underground; comprising all the essential functions of intelligence, security, propaganda, communication, supply, medical services, etc.

Of all these, intelligence is most important. Let's consider one example: Suppose you picked up a telephone book, opened it up to any page at random, closed your eyes and put your finger on one name. Now suppose you read that name for the first time and said to yourself, "Sometime in the next 30 days, I'm going to kill this man."

Consider the situation — one man, picked at random, is marked for death. He might be the most powerful, the wealthiest, the most influential man in that city, but none of these things would help him in the least. He would be defenseless. Why? Because you would have one thing that he did not have — intelligence. You would know his identity, and he would not know yours. So long as that condition continued, there would be no possible way in which he could arrange an adequate defense against you.

Exactly the same situation exists between ourselves and our communist-socialist enemies. Our success will be directly proportional to our knowledge of them; and inversely proportional to their knowledge of us.

Whatever a member's principal job may be in the underground army, he must have a basic knowledge of intelligence techniques. This subject is therefore the first to be considered in our training program.

The word "intelligence" when used in a military sense, refers to those methods that can be used to gain useful information. We usually think of this as knowledge of the enemy, but is also includes information about the terrain, general population, available supplies, and all the other facts that will help in planning future activities.

Intelligence is roughly divided into three parts:

A. Observation. During a hot war, this includes scouting and patrolling, observation of enemy troop movements, etc. On the cold war front, this includes shadowing of enemy personnel, surveillance of enemy offices, tapping of telephones, interception of messages, etc.

B. Research and Analysis. Collecting and cataloging all possible useful information from general sources; newspapers, radio, trade magazines, etc.; then matching up isolated scraps of information until an accurate picture of some situation that would not otherwise be known.

C. Espionage. This involves the placing or recruiting of agents within the enemy personnel, where they can learn the enemy's plans firsthand, steal the enemy's documents or materials, influence or misdirect the enemy's plans or policies.

Suppose you had a chance to see some important document for just a few minutes. How quickly could you scan it for its essential content? How well could you separate the important from the unimportant. Could you record this information in a written message that can be easily read and will not be misinterpreted?

Imagine that you are the leader of a patrol sent forward to observe and track an enemy column prior to possible ambush. From time to time you will need to send back your

observations in written form. Each member must develop the ability to put his thoughts on paper in such a way that they will be easily read and unmistakable.

The first two projects are designed to give the new member an opporutnity to test these skills while learning (or reviewing) basic elements of espionage activity.

When these have been completed, more advanced material will be furnished to the member directly. Useful intelligence projects of increasing complexity and importance will be assigned to those wishing to specialize in this work.

SECURITY:

It is obvious what a great advantage we can gain over our enemies by proper information about their plans and activities. It is equally true that much of this advantage will be lost unless we can keep our plans and activities secret form them. This is the basic purpose of all security divided into five basic parts:

(a) Protecting the identity of underground personnel and their families.

(b) Keeping secret the location, movements, and plans of guerrilla bands.

(c) Keeping secret the location of guerrilla headquarters, alternate hideouts, and supply depots.

(d) Protecting the identity of civilians, or individual members of the enemy population that are friendly to underground forces.

(e) Maintaining secrecy of communications.

As we have already said, it is difficult to even guess what forms the coming conflict will take. Nevertheless, the strategy of all successful underground movements must satisfy three basic principles:

First, is the "Principle of Deliberate Delay." During this stage, the underground gathers its forces, checks its security, prepares its intelligence, establishes its lines of communication, and waits for the enemy to become complacent and overconfident.

Second, is the "Principle of Provocation." At the beginning of this stage, only a few real patriots are willing to take part in underground activity. The vast majority of the population is still wishfully thinking that they can "get along" with the oppressive forces. They want only to be left alone, and will not take action until they are personnally threatened. During this stage, the underground conducts a series of actions which provoke the enemy forces into making harsh repressive measures on the general population. This turns the general population against the occupying forces and convinces them that the underground is really their only hope.

Stage Three may be called the "Principle of Natural Allies." When the government's action against the general population becomes sufficiently brutal, then large numbers of people will be willing to help or join the underground. Their reasons for doing so may be numerous, and their ideology may not always be the same as the basic underground movement. During this stage, minor differences between different underground groups must be minimized and all of our natural allies must be rallied to the cause of freedom.

The intelligence branch of the underground is well aware of the communist infiltration and control of the present United States government. It can rightly be said that we are now partially controlled by a foreign ideology. Thus, we are already engaged in Phase I of this conflict. How long this will continue until open warfare breaks out is anyone's guess. Once again, the best prediction of our intelligence department is that Stage II will last for several months, perhaps even years. This will be a time of assassination and counter assassination, terror and counter terror. During this phase, the "average citizen" may avoid direct conflict at the price of his dignity and individual freedom. Known patriots will be in extreme danger.

For most people, membership in the underground will not materially increase their danger this time. For many years, our enemies have carefully catalogued the name and address of every person who has ever written a patriotic letter to a newspaper. The membership lists of the more prominent

"conservative" organizations have long been available to communist infiltrators in these organizations.

Continued activity and membership in other conservative organizations by members of the underground, is desirable in many cases, but those individuals should not identify themselves as such. For most of our own members, it will be best if you do not take part in the activities of these other organizations. Although many of you are already "marked" men, a certain degree of security can still be achieved by quietly dropping out of other right-wing activities and keeping your membership in the underground secret from all except your most trusted fellow members.

There may come a time when the average American is still able to go about his business with little regimentation, but during which you, as a known or suspected patriot, may be sought out for arrest or assassination.

PROPAGANDA:

Another essential function of the underground is to convincingly inform the general public of what they stand for, and thus gain the support of the general population. This must be done through propaganda, both written and spoken. Under conditions of enemy occupation, the spreading of anti-communist propaganda would obviously be very dangerous. Even now, there are certain phases of our propaganda effort that is best done by surreptitious means. Thus, observation, communication, and propaganda are three elementary duties of every underground member.

At the present time, we are engaged in a propaganda war. Never before has propaganda been so important to the ultimate outcome of a major conflict. The ultimate object of any war is to force your desires on the minds of your enemies. Our enemies are attempting to do this by the non-violent means of psychological warfare.

Later on in this training course, we will give heavy emphasis to the principle and actual use of propaganda warfare.

At this time, please refer to the work sheet that covers from page 1 through 20 of this training course. Complete the work assignments to the best of your ability and mail the work sheet to your mail drop for grading.

WORK SHEET

Covering pages 1 thru 20

Please answer the following questions on a separate sheet of paper. Place your I.D. Number and date in the upper right-hand corner, and send to your mail drop.

1. Presently, would it be possible for a foreign power to militarily occupy the United States? Why?
2. Explain the difference between conventional warfare and guerrilla warfare.
3. List the five conditions essential to successful guerrilla warfare.
4. Which one of these five conditions do you consider most important to us?
5. List the five activities that an underground movement engages in.
6. Explain the difference between "active sabotage" and "passive sabotage."
7. Define the terms, "insurgent" and "counter-insurgent."
8. Why can't anti-Castro forces achieve the same success that Castro did?
9. Is the amount of potential insurgent activity proportional to the amount of political freedom allowed by the counter-insurgent?
10. Successful underground movements must satisfy three basic principles. Please list them.
11. List some of our "natural allies" in the anti-communist underground, as it exists now in the United States.
12. Define the term "espionage."

* * * * * * * * * * * * * *

The following projects should be done if at all possible in your particular case.

1. Visit your local library and select one or two books on intelligence and espionage to read.
2. While visiting the library, place some of our literature in the books where they will be found and read by others.
3. Make preparations to use a phoney-front name or organization to get left-wing literature. A Post Office Box would do fine, and the organization could have the word "peace" in its name. By receiving their material, you will be able to learn of local chapters and members' identity.
4. Start observing both left- and right-wing letters to the editor in your local papers. Look for other news articles that would have value for local intelligence research and analysis.

UNDERGROUND TRAINING PROGRAM
PHASE 2: INTELLIGENCE

We are faced with a dangerous enemy who has repeatedly boasted of his plans to destroy our Constitutional Republic and to enslave our people.

For more than forty years they have been infiltrating their agents into the most sensitive areas of labor, press, entertainment, education, law, communications, religion, industry, and government. The degree of their success is made obvious by our government's failure to oppose communism internationally, and by our fellow citizen's lack of interest in their own preservation.

We already know a considerable amount about this enemy: their origin, objectives, approximate strength, organizational structure, and general methods of operation.

There are four areas where we especially need additional information:

1. Details of the techniques used in espionage, infiltration, and subversion by individual agents, including the methods by which they control their fellow travelers.

2. The equipment used for surveillance, communication, assassination, sabotage, etc. by individual enemy agents.

3. Working details of their short-range programs, either in operation, or planned for the near future.

4. The actual identity of enemy agents, fellow travelers and sympathizers, along with details regarding their work, place of residence, cover operation, means of transportation, travel pattern, personal appearance, mental characteristics, personal lives, business, and organizational activities.

Our ultimate victory or defeat may depend on our ability to obtain enough of this vitally important information.

There are literally thousands of sources from which bits of valuable information can be obtained. These range from such extremes as the daily newspapers, to documents stolen from the enemy's guarded vaults.

The methods of gathering Intelligence are roughly divided into two groups: (1) Research and Analysis, and (2) Espionage.

Espionage includes all the "illegal" means of obtaining information, such as wire-tapping, interception of mail, stealing of documents, secretly photographing records, infiltrating spies into enemy organizations, bribing or blackmailing individuals of the enemy apparatus.

Research and Analysis includes the careful and systematic search of all newspapers, magazines, trade journals, house organs, political pamphlets, books, public records, etc. to shift a few "needles" of valuable intelligence from several "haystacks" of general information.

Professional intelligence organizations obtain about 95% of their information from Research and Analysis and only about 5% from Espionage. When espionage techniques are used, they prove most effective when a specific mission is carefully planned out in advance, which takes advantage of all possible background information that may be obtained by research methods.

By changing names and places, we can use an actual case to illustrate the combined activities of Research and Espionage within our own organization.

February 1962 — One of our members in Ohio noticed a small article in the newspaper to the effect that a man we will call Professor E. C. Smythe gave a talk on "civil rights" to a local businessman's club. This member typed out a 4 x 6 inch index card; as shown below; and mailed it along with many similar cards to our National Headquarters.

Without any special notice, this card went into a file cabinet with thousands of others.

April 1962 — One of our members in Ohio wrote, using a fictitious name, expressing interest in one of the left wing

"peace" organizations. Cards were sent in for each person whose name appeared as a sponsor on that organization's literature. Among these was a second card for Prof. Smythe.

August 1962 — When one of the communist front organizations held a picnic-rally near Columbus, Ohio, a team of our members was there to record the automobile license numbers of all those attending. These were checked out by an associate member on the police force. Cards made out in the usual form were sent in. Among them was another card for Prof. Smythe.

On receipt of this third card, a yellow tag was placed in his file, and Prof. Smythe was selected for special investigation.

Additional information on his background was obtained from public records and from an innocent appearing letter of inquiry to the college where he teaches. Still other details were obtained from the retail credit bureau.

A check of our own files located only one member in the town where Prof. Smythe lives, and that member had not been recently active. A visit from our regional coordinator reactivated the interest of this member who, in turn, began a recruiting drive on the college campus where Prof. Smythe teaches. This developed three new members, one of whom was a student in Prof. Smythe's political science class. This student soon joined the local Student Peace Union which was also sponsored by Prof. Smythe. These members kept a close watch on his activities.

From this combined infiltration and surveillance, we have learned a great deal of personal information about Prof. Smythe, his methods of operation, and his associates within the communist apparatus.

Here we have seen a case where Research and Analysis led to a suspected agent, but he might easily have been a dupe or a misguided liberal. An espionage follow-up has not only confirmed this man's full loyalty to the international communist conspiracy, but has since resulted in an additional penetration of that apparatus by our own agents.

Now let's go back and examine how these various techniques might be used to obtain additional information of the

four basic types we need most.

1. Details of the techniques used in espionage, infiltration, subversion by individual agents, including methods by which they control their fellow travelers.

An agent trainee may learn something of the general espionage methods used by communist agents who have defected from the party and have then written about their experiences. Beyond this, they are of very little value. The actual details of such techniques are uniformly neglected.

More useful information can be obtained from the study of past court records in which evidence has been presented in espionage cases. Hints and clues may occasionally be picked up from continuous and careful study of the regular news media. Really basic information of this type, however, must be obtained by infiltration and espionage techniques.

2. The equipment used for surveillance, communication, assassination, sabotage, etc. by individual agents.

Hints about the type of hidden microphones, short-wave transmitters, miniature tape recorders, etc. used in surveillance and communication by espionage agents sometimes are mentioned by chance in the regular press or news magazines, in connection with reported spy cases. Technical details and construction plans occasionally are given in the electronics or "Popular Science" type magazines. Other information may be requested directly from the manufacturers of such equipment.

The type of short-acting or long-acting poisons best suited for assassination under various conditions might be anticipated by a careful study of toxicology; from "Chemical Abstracts" and "Biological Abstracts"; from current magazines on pharmacology, as well as from such magazines as "Scientific Monthly" and "Science Newsletter," all available from larger city libraries.

Information on explosives is available from ordinance journals, literature from manufacturers, technical books, mining and drilling magazines, etc.

Naturally such specific fields of interest are best pursued

by some person who already has an aptitude in each particular line.

This is one of the things that makes us feel that the American people are uniquely equipped for form a deadly effective underground. Nowhere else in the world does any population have as many useful hobbies and avocations that could be adapted to underground warfare. Many by-products of these hobbies can be used as sabotage instruments. Just one typical example — the dust from grinding wheels in metal shops should be saved to mix with grease for the bearings of enemy machinery.

3. Working details of their immediate and future plans and activities.

Advance information about "peace marches" and racial demonstrations can be had by subscribing to appropriate communist front publications. Details as to the size of the demonstration and degree of violence anticipated must be obtained by infiltrating such organizations. Communist plans for future propaganda campaigns, subversion, espionage, blackmail of government officials, etc. may be learned directly by infiltration or may be deduced from a close study of their past activities.

4. Identity and personal information about enemy agents.

This requires the full scope of counter-espionage activity: Research and analysis of enemy publications, monitoying of communist sponsored meetings, surveillance of party offices, infiltration of enemy apparatus, recruitment of double agents, interception of enemy communication etc., etc.

TECHNIQUES OF EFFECTIVE RESEARCH

1. Every researcher should be constantly on the alert for useful information in the general news media — raido, TV, magazines, etc.

2. Each researcher should have one field of interest to which he gives special attention.

For example:

One researcher might read every book available on "escape and evasion," and all the stories or articles written on prison escapes, looking for ideas that might someday help our members escape from a concentration camp.

Another researcher might specialize in electronic magazines, always searching for new information on radio communications, electronic surveillance, new types of burglar alarms, etc.

Another researcher might continuously search the communist front publications for names of fellow travelers; for announcements of future meetings, rallies or similiar activities; for additional information that would tie suspected communists to known communist organizations; for friendships, business connections and family relationships between known communists and unknown communists.

Each city should have one researcher that carefully reads the daily papers to extract such information such as: names of speakers at left-wing meetings, names and addresses of both left and right-wing letters to the editor, social functions attended by known communists, names of persons who might be potential recruits, news of coming "peace" marches and similar demonstrations, expressions of either pro- or anti-communist sentiments by local public officials, educators, businessmen, ministers, etc., evidence of communist inspired violence, sabotage or blackmail.

There is an almost endless variety of areas that need to be covered. Based on his or her own interests and abilities, each researcher should choose the speciality for which they are best qualified.

3. Be as specific as possible. Look for details. Include blueprints, drawings or photographs, of all technical equipment when possible. Don't expect your analyst to be a "mind reader." Include all the facts. Continuously ask yourself these questions: Would this information be of value to the National Headquarters? — to individual agents? — to other members? — to our technical specialists?

4. Avoid editorial opinions and general new items as these are of little and needlessly swamp our limited staff of analysts.

5. Do all the work locally that you possible can. If the person is local, look them up in the telephone book or cross index. Double check to make sure the address is correct and they still live there. Type cards if possible, otherwise print plainly. Include phone number and auto license number if possible.

6. Use standard 4 x 6 inch index cards for sending in information on individuals. Clip pages of magazine or photostat important articles. In outlining books, be sure important facts are fully covered.

7. Always state the source of all information reported.

At this time, please refer to the work sheet that covers from page 24 thru page 30 of this training course. Complete the work assignments to the best of your ability and mail the work sheet to your mail drop for grading.

You will note that this work sheet covers some of the material studied in the preceding phase. This is done so that we will be constantly reviewing important points.

WORK SHEET

Covering pages 24 thru 30

Please answer the following questions on a separate sheet of paper. Place your I.D. Number and date in the upper right-hand corner, and send to your mail drop.

1. Explain the procedure of "Research & Analysis."
2. List six ways in which an underground organization might gather intelligence information as outlined in area 4 of page 24.
3. To what degree do professional intelligence organizations resort to espionage?
4. Give a few reasons why infiltration into left-wing groups could be beneficial.
5. What intelligence information could be obtained from a daily newspaper?
6. Besides information concerning the enemy, what useful information could an underground organization obtain by research & analysis?
7. List at least five sources of information about people living in your area.
8. Do you feel that you could research a specific intelligence source in your area? If so, what source?

* * * * * * * * * * *

The following projects should be done if at all possible in your particular case.

1. Write to at least two or three left-wing organizations for information, names of local members to be contacted, publications, etc. You might wish to use a ficticious name and a P.O. box. A list of various anti-American organizations is in existance and available for those underground members who desire it.
2. Observe your local paper for left-wing letters to the editor. Make out intelligence cards on them, giving as much additional information as you are able to obtain. Remember the four W's! Who — What — When — Where.

UNDERGROUND TRAINING PROGRAM
PHASE III: SECURITY

Security and Intelligence are like the two sides of a coin. In a way, they are opposites, yet they are always connected one to the other. The security forces of each side continuously try to protect the secrets which the intelligence forces of the other side are continuously attempting to discover.

Students of military history can point out countless cases where major battles or entire wars have been lost by faulty security.

Proper security measures are obviously of great importance to conventional military forces, but they are infinitely more important to unconventional forces, guerrilla operations, patriotic resistance movements, and espionage networks. Although a belligerent nation may suffer a great loss because of poor security, it's hard to imagine a situation where a nation's defenses could be completely overwhelmed by a single security leak.

No so with unconventional forces. An underground movement might be totally annhilated as the result of a single security leak. A guerrilla band might be trapped and completely wiped out because of a single clue that gave away their location to the enemy army. Unburied garbage can attract birds to the guerrilla camp site and birds can attract enemy soldiers. A carelessly dropped cigarette butt on a jungle trail can give away the band's direction of travel. More than once an entire network of espionage agents has been rounded up because of some seemingly unimportant piece of information casually passed from one friend to another in idle conversation.

Very seldom will one conventional military force have overwhelming superiority over another conventional military force. Such is not the case in conflict between conventional military forces and underground resistance forces. Almost always, the conventional forces have to have necessary strength in men and equipment to easily round up and destroy the underground forces any time they can learn their identity and location.

Thus, we see that underground forces have little or no defensive potential in the usual sense of the word. Their only defense is secrecy. Let us repeat this very essential fact — the only real defense of an underground movement is secrecy. This is even more true of individual espionage agents. Secrecy is your only defense.

Good security begins with a clear understanding of the kind of information which the enemy intelligence will be trying to learn about you or your organization. A National Government, a major military force, an underground army, an espionage agent — each will have different types of secrets which he must protect, thus each will place major emphasis on certain types of security measures.

A national government must keep secret its diplomatic alliances, secret treaties, military plans, industrial potential, etc.

Conventional military forces must keep secret their strength, tactics, immediate and long-range strategy, movements, weaponry, reserve potential, troop morale and physical fitness. They must also keep secret the type and extent of information which their own intelligence staff has or has not learned about their enemy.

An underground resistance movement must keep secret:

1. Their plans and methods of operation.
2. Their capabilities for movement and transportation.
3. The location, strength and organization of guerrilla forces.
4. The source of arms, food and other supplies.
5. Available reinforcements.
6. Any contacts they may have with other resistance

groups or friendly military forces.

7. Identity of friendly supporters in the general population.
8. Location and identity of individual members of the resistance movement as well as the location or identity of their families or close friends.
9. Location of hide-outs, base camps, storage areas, supply depots, etc.
10. Codes, signals, pass-words and lines of communications.
11. Most important of all, the underground movement must keep secret the extent and possible success of their own intelligence agents.

By spreading rumors and false information, the underground may confuse enemy intelligence regarding the attitude of local inhabitants, current political and economic conditions, location and identity of underground leaders, health and sanitation conditions.

Individual security is most important of all. The reason being that good organization of security begins with good personal security. A chain is no stronger that its weakest link.

The individual member of an underground movement must, if he hopes to survive, do one of two things:

(A) If he is living under his own name, then he must keep his political beliefs to himself, and he must keep his underground activities and associations absolutely secret.

(B) If the member's underground associations are known, or strongly suspected, then his only alternative is to adopt a completely new identity, occupation and enviroment.

The individual espionage agent has these same two choices available to him, but the need for complete deception is even greater. There is no none more completely defenselss than the individual espionage agent once his security has been compromised.

Personal security is a 24-hour-a-day job. To some people, individual security measures come almost instinctively. Others may find such measures very hard to develop. Each individual's own habits and personality traits will have

considerable effect on his attitude toward various precautions or personal security.

We could discuss the techniques of shadowing, wiretapping, photographic surveillance, etc., but all this will be taken up later as part of the technical tools of espionage and counter-espionage. Good personal security is not so much a matter of technical skill as it is a certain frame of mind — a proper mental attitude.

Here are some general guide lines:

1. The successful espionage agent will develop the habit of stopping to think what he is about to say before he actually says it. A slip of the tongue may mean his life. He avoids idle chatter and casual conversations, because experience has proven that it is during such times as these when his guard is down, that the individual agent is most apt to give himself away.

There is another good reason why every member of an anti-communist organization should avoid loose talk. Each of us must strive to develop the qualities of leadership that will be required of us in the fight that is ahead. One requirement of leadership is to hold the respect of your associates.

It is truly said that familiarity breeds contempt. It might be added that nothing breeds familiarity quite as fast as a long, rambling, useless conversation.

2. A good espionage agent will avoid becoming overly familiar with other people. He will be friendly but not too friendly, cordial but not intimate. This condition which is often referred to as "psychological distance" is not easily explained, but it can be very important.

For example, consider a case in which the agent is asked a seemingly harmless question by some friend or casual acquaintance. Quite unknowingly, this friend may have touched on some subject which the agent prefers not to discuss. He has three alternatives: 1. He may answer the question truthfully and risk giving out confidential information. 2. He may give a false answer and risk being caught in a lie. 3. He may evade the question and risk creating suspicion.

It would be much better to avoid such questions in the first place. The person who has developed the art of maintaining a "psychological distance" between himself and other people need not be considered snobbish or aloof, but he is sufficiently "reserved" in his speech, action, and mannerisms that people just naturally hesitate to ask him idle questions. He has already let others know in a dozen ways that they are to respect his privacy.

There are other advantages. Proper development of "psychological distance" will afford the agent considerable privacy without his acutally trying to avoid people. He is not troubled with people who simply "pop in" on him unannounced. His friends don't feel that they need actually phone for an appointment, but they always do give him the courtesy of calling before they come over — just to make sure he is not busy and is going to be in.

How do you go about developing "psychological distance"? We could give specific suggestions as how to discourage people from asking questions or calling on you unannounced, but this would over-simplify the situation. What we mean by "psychological distance" is best achieved by maintaining the quiet reserve in speech, actions, and general demeanor that is the mark of personal dignity.

3. If the agent doesn't already have a suspicious mind, then he must develop one. Nothing can be taken for granted or accepted at face value.

Seemingly accidental meetings with other persons must be considered as to whether or not they are really accidental, or if they might have been planned by someone else. The speech, actions, and apparent motives of other people must always be tested against the basic rules of logic and accepted norms of human behavior.

4. The agent must develop social awareness. He must really learn what makes pepole tick. How they think and why they act as they do. A socially aware person is considerate of other people's feelings, and tolerant of their beliefs. This is certainly a big help in winning friends, and influencing people.

It has, however, a more important effect. The socially aware person comes to expect other people to act according to certain logical behavior patterns. Thus, they are quick to note any suspicious or unusual behavior, on the part of others, that does not logically fit the circumstances. Such awareness may prevent the agent from being purposely decieved, or perhaps alert him to a trap before the jaws of the trap snap shut.

5. The underground member or espionage agent must always assume that he is under suspicion.

He must be careful that he is not followed when going to meet other members of his organization, no matter how innocent the planned meeting might be.

He must be guarded in his use of the telephone. Even the federal government cannot legally tap your telephone without a court order, but this doesn't mean it isn't done. Right now, there are eleven different agencies of the United States Government that routinely use "telephone monitoring" in their contacts with ordinary citizens.

He must be cautious in his use of the mail. For nearly two centuries, the mail of American citizens has been considered to be their own personal business. The contents of first class letters, mailed in one part of the United States for delivery in another part, were strictly confidential.

Several years ago, the Postal Department began a practice known as a "mail cover." A "mail cover" for any individual or company may be requested by the Justice Department, Selective Service, Internal Revenue, or many other government agencies. This simply means that the post office keeps a record of all persons to whom you send mail, or from whom you receive mail. Still, this was done entirely from the address or return address on the outside of the envelope.

During the past year, the government has adopted a new attitude toward first class mail. They now contend that all mail, while in the possession of the postal service, becomes the property of the Postmaster General, to open, read, or reroute as he or his agents may see fit.

THE PRINCIPLES OF UNIT AND PERSONAL SECURITY

Security is often thought of as secrecy. But this doesn't tell the whole story. Many things have been shrouded in secrecy and at the same time lacked real security. The best example of this is the Manhattan project during the last war. It was so secret that most people who worked there didn't know what the project was about, or what they were trying to do as a whole. But in the face of this great shroud of secrecy, Russian intelligence agents cracked the security of the Manhattan project and thus walked off with the secrets of the atomic bomb!

I. THE PRINCIPLE OF DECEPTION

"Complete deception is indispensable to the success of these covert operations."[1]

"In the first condition of being a resistance member and maintaining normal and usual attitudes and characteristics, the basic requirement is to be a good actor or pretender. In addition to some histrionic skill — this condition calls for quick wits, ready answers, and often, high mobility."[2]

II. THE PRINCPLES OF CLASSIFYING ALL INFORMATION

Information means all communications whether spoken or written. It is anything about the personnel, movement, aims, objectives and means employed that would aid the enemy. All information should be classified into one of the following five groups. In most all cases, these five groups would serve the needs of the underground organization.

TOP SECRET. This security classification is reserved for the most important records and communications. Records carrying this classification are available only with consent in writing, signed by at least two different members of the Security Division of the underground unit. Communications of this classification are to be read only by the person or persons they are specifically addressed to, then destroyed.

This classification should be reserved to only the most important information, where its interception might result in the death of some member, or where vital plans, programs, or data would be compromised. Care should be exercised that this classification is not used needlessly, otherwise it will lose its value.

SECRET. This classification is used for records, communications and information relating to current organizational activities, plans or personnel. SECRET communications are to be in code if given over the telephone, or by mail, unless it is certain that both the sending and receiving addresses are secure. Otherwise, they must be delivered in person, or by courier.

RESTRICTED. This is the normal classification for advanced training materials and routine organizational correspondence.

CLASSIFIED. This is used for preliminary training material, correspondence to provisional members, and literature not meant for public distribution.

NON-CLASSIFIED. Recruiting literature and similar public information.

III. THE PRINCIPLE OF OBEDIENCE

All members must abide by the rules that are adopted by the underground organization concerning security. And this also includes the classification that any information is assigned on the national level. Before any band makes a public statement, writes a letter to the editor, or any other public manifestation, it should be cleared through a chain of security officers.

This could be county security, district security, state security, regional security and national security officers. To keep the red tape to a minimum, the national and regional security officers could furnish the state security officer with guide lines, and allow them to make some of the decisions on the local level. In all cases, the lower levels of command must abide by the decisions made in higher headquarters. If anyone disobeys, they jeopardize all involved!

IV. THE PRINCIPLE OF CONTINUED INSPECTION

Why continually inspect? Because people change. The biggest thieves are usually trusted with very large responsibilities. The trustworthy person of today, may be dishonest tomorrow. Proof of the above is seen in every embezzlement case! Not only do people change; but places, things, and measures change in their security value. Give any half-way intelligent espionage network enough time, and they will crack the security of any organization that does not continually inspect its people, places, things, measures, and systems. Eternal vigilance is the price of absolute security. These principles are true for both sides.

V. THE PRINCIPLE OF AVOIDING ATTENTION

One way for an individual, band, or movement to die a quick and sure death, is to attract undue attention to itself prematurely. The most effective underground movements are unknown to the enemy until they have enough strength and support to inflict damage to the enemy and to sustain their continuance.

"Premature commitment is the finest help the resistance can give the enemy — in his effort to liquidate those who would fight. Regardless of the temptation to rush into combat with all that is available in weapons and manpower — this desire must be resisted."[3]

"In other words, the ability to keep out of the clutches of the enemy secret police or agents, is the first primary mission of the resistor — insofar as basic personal security is concerned."[4]

VI. THE PRINCIPLE OF FLUID CHANGE

This is best seen in often changes in the locations of meeting places, weapons caches, etc. This same princple can be applied to organization. Think of a local organization as a cell with different members. The enemy intelligence finds out that the cell in question exists. But before they can penetrate

the security of the cell, it becomes non-existant by using the principle of change. This is done by using a shotgun type of scatter technique, or splitting the cell to form other cells with the same and additional functions. It is not necessary for all members to change locations. You see this principle in operation every time a covey of quail scatters. The idea is to scatter, reorganize in different groups, and reach functionability one step ahead of enemy intelligence. This principle is necessary because, if given enough time, proper intelligence can crack the security of any organization. It means to remain fluid. So old security measures must be constantly replaced with additional new security measures that are just as effective, and better than the old ones.

VII. THE PRINCPLE OF TIME

Unless these conditions are adopted early in the life of the movement, and continued, the chance of the resistance's survival is nil!

CONCLUSION

There are three words that describe the elements of a sound security program — system — supervision — action.

SYSTEM. A security program is on the right track if procedures are outlined and made clear to all personnel. Each member must be trained to work the system involved. Above all, their enthusiasm must be kept at a high peak.

SUPERVISION. Nothing runs by itslef, except that which is going down-hill! And even that must be supervised, or else it winds up in the ditch! The best system in the world is no better than the attending supervision!

ACTION. All personnel must be alert to the problems. All must know what to do and what not to do in regard to unit and personal security. The program cannot be limited to the leaders of the underground or to the bands involved. The whole membership of the underground organization must be enlisted to action. Sometimes this action must be directed against offenders. Firm enforcement puts teeth into a security program.

The conflict will not be won on the security front by observing one or more of these principles. All must be followed diligently. And even when all of this is done, we still must remain alert 24 hours a day. REMEMBER — it is he who lets his guard down first, and most, that loses the game.

* * * * * * * * * * *

We have remarked on the efforts being made to determine the identity of our members by use of "mail covers" and similar actions.

How can we counteract this interference with our right to openly and safely use the United States mail? Certainly not by appealing to the postal inspectors. We've tried that. Certainly not by the protection of our federal postal laws.

Our only effective means of protecting our right of privacy is to rely on the principles of security that we learned in our basic training program . . .

The principle of deception — the use of fictitious names, of letter drops; the use of innocent appearing letters, of post cards that carry our messages in hidden codes of ciphers.

The principle of classification — use of the most secure methods of communication for the most important information. Use less secure methods for less important messages, rather than flood your secure lines of communication with unimportant material.

The principle of obedience — do not risk the loss of a secure means of communication by careless or lazy action.

The principle of continuous inspection — continuously recheck on the security of your communications. Do not continue to use a means of communication after it may have been compromised by lack of proper inspection.

The principle of avoiding attention — do nothing that makes the outside of your envelope look conspicuous. If you use tape or wax to help seal your letters, these should be on an inside envelope where they will not attract attention. Patriotic slogans or stickers should never be used on letters containing confidential information.

The principle of fluid change — do not continue to use the same fictitious name, address, or other deceptive means so long that it becomes stale.

The principle of time — prepare secure addresses, secret letter drops and lines of communication well ahead of time, so they will be ready when needed.

Footnotes

1. Colonel Virgil Ney, "Notes on Guerrilla War." (Washington: Command Publications, 1961) page 18.

2. Ernie O'Malley, "Army Without Banners, Adventures of an Irish Volunteer." (Boston: Hougton-Mifflin Company), pages 148 - 149.

3. Travis Ingham, "Rendezvous by Submarine," (Doubleday, Doran & Co. 1945) page 61.

4. Vey, Op. Cit., Page 154.

PRACTICAL SECURITY MEASURES

1. Use deceptive measures. Subscribe to one or more left-wing periodicals, or get on the mailing list of some "peace movement." This will keep the postal inspectors guessing as to which side you are really on. See the work sheet for instruction on writing to these organizations. While doing this, underground members can be of great assistance in searching this left-wing literature for names and addresses of fellow travelers for intelligence files. People are desperately needed to assist in this activity. If you are interested in this field, please inquire for futher information.

2. Always use two envelopes in sending mail to any patriotic organization or to any other member of our underground organization. Do not put a return address on the outer envelope. Put your return address on the inside envelope with the words, "Return Postage Guaranteed."

3. Place some opaque material such as tin foil, carbon paper, etc., between the inner and outer envelopes to prevent your mail from being read by infra red cameras.

4. Send all letters from corner mail boxes, or from post offices where you are not known.

5. Be careful in the use of the telephone. Avoid telephone calls to a headquarters or to known members of the organization as much as possible.

6. Prepare telephone codes ahead of time for future protection.

7. In recruiting new members, always learn as much as you can about the prospective recruit, and make sure he is not an infiltrator before you identify yourself as a member of the organization.

8. Members of the underground organization in each area should be divided into four groups.

A. Those who have been identified publicly, or by law enforcement agencies, as members of the underground.

B. Those persons not known as members of the underground, but who are generally known as being patriots.

C. Those persons who have kept their political beliefs hidden.

D. Members who profess to be liberal for the purpose of infiltrating enemy organizations.

All members should be very careful in making contact with persons in a different category than themselves. For example; people in Class D should be very secret in their contact with persons in Class A or B. Each member must respect the security of every other member. Do not, under any circumstances, identify one of the organization, even to other members, without his expressed permission on each and every occasion.

9. Avoid loose talk. Do not discuss organizational plans in public places where you could be overheard. Do not even hint at such a discussion in the presence of non-members.

10. Do not write patriotic letters to newspaper or magazines under your own name. To do so achieves very little except to identify you to the enemy.

11. If you are already known as a patriot, or as a member of the underground, you may find it advisable to spread the rumor that you have become disillusioned with the right-wing, or for you to pretend a gradual loss of interest.

12. Classify your various members' addresses, your communications,and your other activities as "top secret," "secret," or "confidential." Use you most secret lines of communications only for the most important messages, rather than flooding them with unimportant material.

13. Demand obedience to all security measures from all members. Persistent disregard for security measures should be cause for disciplinary action.

14. Check your lines of communications from time to time by sending phoney messages to make certain they are not intercepted.

15. Change mail drops, meeting places, etc. frequently.

16. Prepare secret rendezvous points, mail drops, etc. now, that may be used in time of some future emergency.

17. Each band should assign some member the rank of Security Officer, and should set up a system of fines or other penalties for failure to comply with security precautions.

18. Observe the "need to know" rule. Each member should be given only that information which is needed by him in the performance of his duty, or which he will need in cooperating with other members of the band. No member should feel "left out" because he is denied such information. Instead, every member should willingly avoid information which he doesn't need.

19. Be careful that you are not followed in going to and from meeting places, or in making contact with other members of the organization.

20. Keep all records and correspondence carefully hidden and in a manner that they can be easily destroyed. Records should be kept in code, whenever possible.

At this time, please refer to the work sheet that covers from page 33 thru page 47 of this training course. Complete the work assignments to the best of your ability and mail the work sheet to your mail drop for grading.

WORK SHEET

Covering pages 33 thru 47

Please answer the following question on a separate sheet of paper. Place your I.D. Number and date in the upper right-hand corner, and send to your mail drop.

1. Why is security especially important to a guerrilla band?
2. Presenetly, in what area of activity do you think we should place the most emphasis on security?
3. Explain how we now might confuse the enemy by spreading rumors and false information.
4. Give your explanation of "psychological distance."
5. Explain "social awareness."
6. List the seven principles of security.
7. Referring to page 46, paragraph 8; in what group would you place yourself?

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The following projects should be done if at all possible in your particular case.

1. Devise and submit a workable telephone code.
2. Make a list of the location and number of as many pay phones as possible. If you are in a band, this might become a coordinated project. While visiting the phone booths, be sure and leave a few leaflets or stickers.
3. Observe service station maps of your city or area. Decide which one most clearly shows the streets, etc.

UNDERGROUND TRAINING PROGRAM
PHASE 4: PROPAGANDA

Any action on the part of one group, which is calculated to affect the thinking of another group, may be considered as propaganda.

The Germans use the term "intellectual warfare." In the United States, the traditional term is "psychological warfare." The British use the term "political warfare." In the U.S.S.R., all warfare is considered political, and the communists brought popularity to the word "propaganda" in referring to the German efforts in this field during World War I, and to an even greater extent during World War II.

Only the "enemy" is presumed to use "propaganda" and thus the word has developed the idea of falseness, while our own "psychological warfare" is always assumed to be the truth. For briefness, we will use the familiar term propaganda in most cases.

The best propaganda always has some grain of truth in it — something which the audience will readily believe and from which their mental processes can be guided in the desired direction. Propaganda may, of course, be entirely true, but maximum advantage is gained for its originator by proper timing or by accenting certain facts and neglecting others.

The term propaganda comes from the word "propagate," which in this regard means "to travel along chiefly under its own power." A newspaper cannot travel by itself. For the contents of a newspaper (or even a radio broadcast) to reach maximum distribution, it must be passed on by word of mouth, from one person to another. Thus propaganda becomes fully effective only when its message reaches the level

of rumor. In this manner its continued "propagation" is assured, and it will ultimately reach a far greater number of people than those who saw or heard the original message.

The use of propaganda is a science, and to use it most effectively several things must be considered: (1) The purpose of the propaganda, (2) The audience to whom it is directed, (3) The means by which it is to be delivered, (4) The motives to which it appeals, (5) The purported source of the propaganda, (6) Propaganda Intelligence, (7) Propaganda Security, (8) Production.

THE PROPAGANDA PURPOSE

There are many different possible objectives of propaganda: to improve the morale of one's own troops, to spur friendly civilians to greater productive efforts, to help make the people willingly accept the hardships of war, to convince our people of justice of our own cause, to build confidence in our own organization, to sustain belief in our political system, to develop contempt for the enemy, to convince non-committed neutrals that we are right and our enemies are wrong, to convince neutral troops that our side will win and that they should join the winning side, to demoralize the enemy, to destroy the enemy's confidence in their leaders, to convince the enemy that their ultimate defeat is inevitable — these are but a few.

Most important is to decide in advance exactly what effect is desired from each particular propaganda message and arrange all other factors toward the achievement of that end. The purpose should be kept simple and realistic.

THE AUDIENCE

Careful consideration must be given to both the desired audience and the actual audience which will be reached by a given propaganda message. There is obviously little to be gained by urging the citizens of Brazil to vote democratic, or in urging the citizens of Japan to vote the straight Republican

ticket. The audience selected must be able to react in the desired way so as to achieve the propaganda purpose. The message must be designed to achieve the desired effect in those people that it actually reaches.

If a propaganda message is to be most effective, it must be directed to a specific audience:

(1) At the enemy — to convert, to confuse, to destroy morale, to misdirect.

(2) At neutrals — to recruit, to gain support, to prevent them from helping the enemy.

(3) At our own people — to boost morale, to build courage, to develop a fighting spirit with confidence in victory.

MEANS OF DELIVERY

Some of the various media which can be used to carry the propaganda message are as follows: television, radio, newspaper, magazines, books, pamphlets, leaflets, handbills, gummed stickers, posters, billboards, loudspeakers, novelties, air writing, motion pictures, mail, public meetings, rumors, demonstrations, and telephone solicitations.

Television

This is perhaps the most powerful media available for propaganda in the United States. Tests have shown that more people will believe a piece of "news" told them by the T.V. commentator than if they read it in the newspapers. The communist-socialist conspiracy has infiltrated the television media deeply and is using it with great skill in promoting a subtle version of the communist line.

The opportunities for American patriots to use television in giving "our side of the story" are very limited. The expenses of even a few minutes time on a major T.V. network is prohibitively expensive for most patriotic organizations. Even if we could afford a reasonable amount of T.V. time, the effect would be small compared to the considerable periods of time which the other side receives free, or sponsored by liberal leaning advertising. The money could certainly be spent better in other ways.

Occasional guest programs offer some opportunity for patriots to get free T.V. time. Past experience has proven this to be generally a poor bargain. Spliced T.V. tapes, improper lighting, biased moderators, and a host of other tricks can be, and generally are used to make the patriot-guest look ridiculous.

Newspapers and Magazines

These are the second the third most potent vehicles for propaganda within the United States. Like television, they are largely controlled by the communist-socialist conspiracy.

Newspapers are somewhat more susceptible to local control, as they are more dependent on local advertisers for their income. Considerable tact is required to gain the cooperation of advertisers in this respect. If approached in the wrong way, most of them may spring to the defense of the offending publication.

This does not mean that we should completely abandon all the most powerful media to our enemies. Patriots in each major city should either join or form a chapter of the Committee for Responsible Journalism. These committees monitor local T.V. stations and newspapers, making note of particularly bad propaganda programs. A list of all the advertisers of such media are compiled with their addresses and telephone numbers. Repeated telephone calls to the editor or program director (as well as the advertisers) should include firm but courteous requests for retractions of false statements, or for equal time on controversial issues.

Care should be taken not to alienate individual newspaper publishers, journalists, radio announcers, etc. by rudely denouncing them. Most may be liberal, but few are actual communists. Many can be influenced by courteous and logical persuasion. Well written "news releases" about local patriotic activities will frequently be carried in even the liberal papers if presented in person to the city editor.

Radio

There has been a big change in commercial radio during the last few years — less time is devoted to live programs — more to recorded music. With this change, radio has dropped

in potency as a propaganda media within the United States.

Many patriotic organizations and individuals are spending considerable sums of money on radio programs at the present time. Unfortunately, the actual value of such programs is frequently reduced by lack of proper research and through careless presentation.

Some stations carry audience participation (open line) programs, where listeners can phone in and air their views. If planned properly, a campaign to use these programs can be effective. Each call by a patriot should be thought out in advance. To be most effective, all the aspects of presentation, motive, continuity, specific purpose, etc. must be considered. Care should be taken not to offend the radio announcer conducting such programs. To the contrary, effort should be made to gain his sympathy for the pro-American cause.

Some members who are amateur radio operators have tried talking back and forth between each other in hopes of dispensing pro-American information to others that might be listening in. Experience has shown that the audience that can be obtained in this way is not worth the time and money involved. For our organization (at this time) radio must be reserved as a means of communications. In case of future communist take-over, some of the more powerful communications transmitters might be converted to other frequencies for clandestine propaganda purposes.

Motion Pictures

The moving picture industry is also heavily infiltrated by communists; with many of the most famous writers, actors, and directors having known communist affiliations. There is little we can do in this regard except to boycott the shows that include the most brazen propaganda. Organized picketing a distribution of hand bills in front of theaters showing such films would also be effective. This must be done either by persons whose political beliefs are already known, or in such a way that the identity of secure members is not compromised.

Printed Material

Small printed items such as leaflets and booklets make up

the biggest current media for patriotic propaganda. For this reason, they should be given special care so far as printing, art work, etc. is concerned. This will be discussed in detail under the heading of production.

Mail

The U.S. Postal Service is currently the principal means of delivery for patriotic literature. Mail has certain advantages such as flexibility, comparative certainty of delivery, speed, etc. Generally, it is more expensive per 1000 members of the audience than magazines or newspapers. There is a real science to direct mail advertising —

— how to reach the right people.

— how to gain readership.

— how to produce action.

— how to test the effectiveness of small mailings before going to the expense of large mailings.

— how to compare relative expense with relative effectiveness of first class mail v.s. third class mail.

— how to attract special attention to your mailing pieces.

— how to increase the "believability" of your mail message.

— how to acquire an effective mailing list and keep it up-to-date.

Several good books have been published on direct mail advertising. At least one can probably be found in your local library and should certainly be studied before spending any amount of money on mailing patriotic literature.

Demonstrations

Picketing, "peace marches," and similar public demonstrations have been effectively used by the more radical left-wing elements. Such demonstrations serve as a primary media to distribute their message. Secondarily, they serve to gain publicity for the group putting on such demonstrations.

For the communists, picketing serves both as a media of propaganda and as a method of mentally conditioning their own people to further action.

These tactics can and should be used by patriotic groups.

Posters and Billboards

Political posters such as are tacked to telephone poles are so commonplace as to have little real value in a political campaign. When used in other ways they can be reasonably effective. Some of the posters such as, "Wanted Khrushchev" and the "Anti-UN" posters received considerable comment by those who saw them, and the "message" was repeated in many newspaper accounts of "mysterious" posters that were put up during the night. Per dollar spent, few right-wing propaganda campaigns have ever had so wide an audience.

Public Meetings

These may be of several types — all the way from small "socials" in private homes to mass rallies attended by thousands.

A large mass rally requires planning, preparation and careful management. When these things are properly done, they are one of the most effective media known. At such mass meetings, a dynamic speaker can rouse his audience to an emotional pitch that is impossible by any other means.

Meetings should never be held simply for the sake of holding meetings. Like all propaganda, they should be designed to produce action. The meeting should have a definite purpose, it should appeal to certain motives and seek to achieve certain objectives.

Telephone Solicitations

The United States includes more telephones than all the rest of the world put together. The patriotic movement includes thousands of housewives who could easily use this vast propaganda network to good advantage.

Once again, each series of phone calls must avoid offending the person called, they should appeal to selected motives, they should have a predetermined purpose resulting in action.

Telephones as a media, lend themselves well to either white, grey, or black propaganda.

Careful selection must be made of the proper media to deliver the propaganda message to the desired audience and in the manner most likely to achieve the desired effect.

MOTIVE

Very little human activity takes place without reason. Sometimes a person's motive for doing a certain thing may seem simple and obvious. At other times, people act from motives so complex that they aren't even certain themselves as to why they behave in a certain manner.

All animal behavior is motivated by two basic instincts: Preservation of self and preservation of species. In higher animals these can be separated into more definite categories.

Preservation of self:

a. Hunger and thirst.
b. Defense against attack.
c. Avoiding unfavorable enviroment; such as excess heat, cold, etc.

Preservation of species:

a. Sex urge.
b. Mother instinct.
c. Herd instinct.

From these six basic survival instincts develops the motive of competition both with other species and with other individuals.

In the human species these basic motives become moderated: A man may pass food by on occasion rather than "spoil his appetite," or he may eat to excess because he enjoys the flavor of certain foods. To man, defense against attack has come to mean not only defense against physical attack, but against emotional attack or intellectual attack as well — witness the duels that have been fought to avenge an attack against one's honor or reputation. Mankind has become very particular about his enviroment so that we now seek surroundings that are esthetically satisfying, as well as physically comfortable.

Satisfaction of the basic sex urge has been modified by emotional involvements and social customs. The "mother" instinct has been broadened to include a father's love of his own offspring and a natural fondness for all children. The herd instinct still shows itself in crowds, mobs, and cocktail

parties. It also is found in the most tender feelings of comradeship.

Although human behavior is complex, these six basic instincts are still powerful forces in all our lives. The propaganda message that skillfully appeals to one of these instincts has a good chance of success.

Man's superior intelligence has given rise to other important motivations, such as:

1. Desire for new experience (Relief from boredom)
2. Desire for recognition (Need for social prestige)
3. Creative Urge
4. Curiosity
5. Desire to acquire money and personal possessions

All of these are powerful motivating factors and if properly applied, stand a good chance of obtaining the desired action from the person or persons to whom they are directed.

In addition to these basic instincts and motivations, we are all affected by a diversity of emotions — fear, hate, love, jealousy, greed, pity, sorrow.

Fear probably was once related entirely to the danger of physical harm, but modern man may fear the loss of prestige or of his personal possessions even more.

Through hate, a situation that could provoke fear is directed toward aggressive action.

Various kinds of love include various proportions of the sex urge, the herd instinct and/or maternal instinct.

Jealously, like the competitive instinct, is a basic development of the long continuing fight for survival between species as well as individuals.

Greed is derived from the hoarding instinct. This instinct to put extra food away for times of future need has had an important influence on the evaluation and survival of animal species.

Sorrow, of course, results from the loss of a valued possession or a cherished companion. Through the process of "transference" a situation which would cause sorrow if it happened to us, will elicit an emotion of pity when it involves someone else.

Through this same mental process, a man may transfer a love for "his people" into a love for "his land." Emotions such as patriotism and loyalty are complex mixtures of more fundamental instincts. They probably differ greatly from one person to another, not only in intensity, but in meaning also.

Considerable space has been devoted to motivation, for without it the propaganda message is worthless. To be effective, propaganda must strongly and skillfully appeal to one or more of the basic motivating factors.

THE PROPAGANDA SOURCE

There is often a difference between the actual source of propaganda and its pretended source. In this regard, propaganda is divided into three different types:

(a) White Propaganda — Here the true source of the propaganda is clearly identified. One example of white propaganda would be the "Voice of America" that readily admits to originating from radio transmitters operated by an agency of the United States Government. Another example of white propaganda are patriotic booklets that clearly state the name and address of the organization distributing them.

(b) Grey Propaganda — In this case, the source may be unidentified, or it may pretend to come from some neutral source. Examples would be slanted news stories. Another example would be a radio broadcast from some illegal transmitter that made no mention of its location or who was directing its output.

(c) Black Propaganda — This type pretends to come from the opposite side. A counterfeit edition of an enemy magazine would be a typical example of black propaganda. Another example was the radio station in Great Britain during World War II that broadcast in the German language and pretended to be operated by the German Army in occupied France.

Depending on the resources at hand, the message to be carried, the effect desired, and the type of appeal to be made — a decision must then be reached as to the relative merits of black, grey, or white as the most suitable type of propaganda to be used for each individual case.

PROPAGANDA INTELLIGENCE

We have seen how many different things can affect the value of a propaganda campaign. Thus, it is desirable to know all we can about these factors in advance and take all available information into account.

Information about the audience is desired: How will they react to a certain situation? What emotional appeal is apt to be most effective with the proposed audience? Which media will reach them most effectively? If short wave radio is being considered, then it becomes important to know how many short wave radio receivers are owned by the people that the message is meant for.

Accurate and complete intelligence is necessay for propaganda to be made effective. Without such information, the propaganda may do its originators more harm than good.

PROPAGANDA SECURITY

The propaganda message must be carefully evaluated to make certain it does not give away secrets that should be hidden from the enemy.

This is not as easy as it might seem. Propaganda seeks to achieve some purpose. Careful analysis of the propaganda message will usually reveal what that purpose is. Knowing what reaction is desired by the originator of the propaganda may give the analyst a clue to other facts which the propagandist would prefer not to reveal. The problem of security should be considered in preparing each new propaganda message.

PRODUCTION

Each piece of propaganda, as well as each campaign, should be the result of careful research and thought. All the factors considered so far — audience, purpose, motive, media, etc. — should be considered in planning both the general campaign and each message that will be a part of that campaign.

When this has been done, we then face the task of actual production. The techniques will depend on the media used. In a complete propaganda campaign, several different media may be used, and a different production technique will naturally be required for each.

We have mentioned the preemptive position of booklets and similar small printed articles as a media of "pro-American" propaganda. Therefore, we will go into the design and production of such literature in greater detail.

To be of any real value, each piece of literature must do five things:

1. Reach the right person.
2. Attract favorable attention.
3. Hold the reader's interest.
4. Tell a convincing story.
5. Get action.

Each of these five points must be considered carefully.

(1) Reaching the right person.

This is probably the biggest single fault of most patriotic propaganda — it reaches the wrong people. Every month, American patriots spend thousands of dollars sending "information" to other patriots who are already informed of those particular facts.

Who is the right person? This depends on the purpose for which that particular mailing is designed.

Suppose the purpose is to get the reader to join the fight against communism. There is no use wasting postage sending such a letter to known patriots (they are already active). No use writing the left-wingers, as they won't be convinced. Such a letter, to be effective, must reach the uncommitted average American. For best effect, a special mailing list (or special means of distribution) should be developed for each separate type of propaganda.

(2) Attract favorable attention.

Every day, hundreds of dollars worth of patriotic literature is thrown into wastebaskets without ever being read. Regardless of how well written it may be, the literature will

be wasted if it fails to attract favorable attention.

Look at some full-page advertisements in any national magazine. Many of them will use two-thirds of the page for a picture and one-third for printing. The picture attracts attention. The printing tells the story. Such companies know how to get the most from every advertising dollar. They rate favorable attention so high they will gladly spend 66 cents our of every dollar to get it.

Pictures are only one way of getting favorable attention. Good clean paper, a neat job of printing, skillful placement or "layout," art work, variations in type-style, all help convince the person getting such literature that it's worth his time to read it.

The use of colored ink or colored paper should not be overlooked as a means of attracting attention.

Even mimeographed literature can attract favorable attention. Here are some general rules.

a. Don't crowd the copy. Use plenty of "white space." Leave good wide margins. Nothing will discourage the prospective reader more than to receive a page of closely printed material that covers the paper from top to bottom, and from side to side.

Since it's difficult to include photographs in mimeographed copy, a well-done line drawing may be used. Another trick is to leave the upper one-third of the page entirely blank except for a single statement or question designed to quickly attract the reader's attention.

b. Keep your copy clean. Do a good job of typing the stencil. Plan the position of paragraphs and/or illustrations on another sheet of paper before cutting the stencil. Always clean the type of the typewriter so the copy will be clear and easily read. If both sides of the paper are used, then pieces of scrap paper should be slipped quickly between the wet pages as they leave the mimeographed machine. This prevents the wet ink of one sheet from "off setting" on the next sheet that lays on top of it.

c. Be brief. Plan your message to cover the essential facts in the shortest possible space and still have sufficient emotional appeal.

(3) Retain the reader's interest.

Expensive paper, elegant printing and beautiful art work can still be wasted if the message fails to hold the reader's interest. To do this, we must show the reader how the message affects him personally. It must have emotional appeal. The style of writing must be plain and easily understood. The size and style of type must be easily read.

(4) Tell a convincing story.

The message must be believable. It may be true, half true or completely false, but it must be believable. What is logical to one person may not be logical to another. People tend to believe what they want to believe. Try to appeal to some basic motive or instinct that will make the reader want to believe what you have to tell him.

Back up your main points with evidence, testimonials, reasonable arguments and references. Appeal to the reader with both logic and emotion.

(5) Get action.

The final purpose of all propaganda is to produce a desired response from the audience. Information has no real value unless it is used. If the propagandist includes "information" in his message, he must generally tell the audience what to do with it. Otherwise, most of them will do nothing.

The action desired is closely related to the purpose of the propaganda. Here are some typical examples:

Purpose	Desired Action
To make enemy soldiers homesick.	Cause them to fight less effectively.
To convince enemy combatants that the civilians at home are getting wealthy while they are risking their lives unnecessarily.	Lower enemy morale.
To convince the enemy soldiers that most army wives are "unfaithful."	Cause them to go AWOL.

To convince enemy civilians that they cannot possibly win.

To picture your side as the "underdog" but fighting bravely with a good chance of victory.

To describe how the reader will be affected if communism wins control of our country.

Describe an interesting program or speaker.

Describe atrocities committed by enemy troops.

Bring pressure on leaders to surrender.

Gain sympathy and support for your side from neutral forces.

Get him to work with an anti-communist organization.

Increase attendance at a meeting.

Make our own troops fight to the last, rather than surrender.

The list of possible propaganda objectives and the number of action-responses that may be desired is almost endless.

To get action, some definite request or command should be included near the end of the propaganda message: "Join the Underground" or "Mail this application form to the address enclosed" or "We'll look forward to seeing you at the meeting next Thursday night."

It is frequently possible to include some extra incentive to help stimulate action.

- a "Safe Conduct Pass," attached to a surrender leaflet.
- a business reply envelope enclosed with an application form.
- a guest ticket good for one free admission when accompanied by one paid admission.

GENERAL RULES OF PROPAGANDA

(a) Propaganda seldom attempts to counteract enemy propaganda. Generally it's best to simply ignore enemy

propaganda and keep pounding away at your own objectives.

(b) Propaganda must take into consideration the habits, customs, and comparative literacy of the audience to whom it is directed.

(c) Each propaganda message should be complete in itself. Never assume that the audience has heard your last message and your present message can take up where the last one left off.

(d) When propaganda is used aggressively against a definite enemy, it should aim at personalities rather than general issues. Remember the newspaper slogan "Names make news."

(e) Propaganda must be carefully disguised so it is not recognized as such if it is to be of any real value. If recognized for what it is, propaganda is worthless. That is why most Americans will answer "No" if asked the question, "Have you ever seen any communist propaganda?"

(f) The propaganda theme should seldom try to create issues but can more successfully seize on existing issues and turn them to the propagandist's advantage.

(g) Propaganda must be flexible. The central theme must be capable of changing abruptly if necessary to comply with changing conditions.

(h) Propaganda cannot be most effective when operated by remote control. Both design and execution of the propaganda effort must be left with those having closest possible knowledge of the actual audience and the media available to them.

(i) The propaganda theme which is simple and repetitious will have an advantage over one that is complex or constantly changing. Imaginative slogans can be a valuable part of the propaganda message.

(j) Propaganda must take advantage of every possible facility for transmitting it to the target audience. Enemy as well as friendly news media must be used by planted news stories and similar stratagems that make them the unwitting carriers of our messages. The general population must be induced at every opportunity to help carry the propaganda message. Witness the vast amount of free advertising obtained

by jokes about Hadicol.

(k) Strength and success are the best possible ingredients of military propaganda. Victory in battle is better propaganda in promises of victory.

(l) Propaganda seldom tries to make direct converts to the doctrine it is designed to propagate. More generally it seeks to undermine resistance to one's own ideas and weaken the validity of opposing ideas.

(m) Violence excites the audience and demands attention. It can be a most effective ingredient of the propaganda campaign.

(n) When the objective is to terrorize, simple threats are not enough. There must be violent deeds which can be exploited in the propaganda message.

(o) Propaganda is never entirely logical. It pits love against hate, truth against lies, justice against injustice. It must carry an emotional impact.

At this time, please refer to the work sheet that covers from page 49 thru page 65 of this training course. Complete the work assignments to the best of your ability and mail the work sheet to your mail drop for grading.

WORK SHEET

Covering pages 49 thru 65

Please answer the following questions on a separate sheet of paper. Place your I.D. Number and date in the upper right-hand corner, and send to your mail drop.

1. Propaganda is a cleverly disguised falsehood; true or false?
2. Patriots should never use propaganda, because it is "dirty pool" and will cause people not to trust them; true or false?
3. On page 50, some of the purposes of propaganda are given. In your own words, list a few more that are not given.
4. List a way that unfriendly news media can be motivated to serve as a propaganda vehicle.
5. Pertaining to the pretended source of propaganda, there are three different types. Give some examples of each type in addition to those listed.
6. Propaganda can be effectively transmitted by rumor or jokes, as was the case with advertisements for Hadacol. List some other commercial products that have benefitted from rumors or jokes.
7. List a few common mistakes in the production of printed propaganda.
8. Give in your own words a description of black propaganda.

* * * * * * * * * * * * * * * * * *

The following projects should be done if at all possible in your particular case.

1. Write an underground recruiting leaflet designed to be left lying in public places, inserted in magazines on newsstands, or books in libraries. Try to make use of the principle of effective propaganda, learned in this lesson.
2. Submit some suggestions as to how the patriotic underground can make more effective use of white, grey, and black propaganda.
3. Outline a propaganda campaign designed to cause or effect a particular happening related to the patriotic underground movement.
4. Make up a joke about the patriotic underground that is generally favorable, yet humorous enough to be retold; thereby serving as a propaganda vehicle.

UNDERGROUND TRAINING PROGRAM
PHASE 5: RECRUITING

Recruiting is one of the most important activities of a resistance movement. The over-all efficiency of the organization — perhaps its ultimate success or failure — depends on the quality of its personnel. The quality of personnel depends, in turn, on the efficiency of recruiting methods.

A resistance movement cannot remain static. There will be losses, casualties and perhaps defections. New members must be obtained to fill the vacancies and keep the organization growing. Without constant recruiting, a resistance movement must ultimately wither away. With proper recruiting, it can eventually grow to such a size that ultimate victory is possible.

Recruiting can also be a very hazardous activity — especially under totalitarian forms of government or during enemy occupation. The history of past underground armies in other countries demonstrates this fact most vividly. The one thing that most often led to their destruction was the penetration by hostile elements that infiltrated their ranks as new recruits.

A good recruiting system must therefore meet the following requirements:

a. It must be efficient. This means that the recruiting system must not use up a disproportionate amount of the organization's time and resources. It must produce an adequate return for the effort exerted.

b. The recruiting system must be selective. By this we mean that the methods used must not only bring in the necessary number of recruits, but they must find and obtain the needed kind of recruits — including those with leadership

ability, technical competence, and perseverance to see the job through to the finish.

c. The system must be secure. It must have built-in safeguards for weeding out infiltrators. Also, it must not expose the identity of those already within the organization during their attempts to find and recruit new members.

d. The recruiting methods must be dependable. Leaders of an underground army must anticipate their personal requirements on a month-to-month, and year-to-year basis. They must be able to rely on the organization's recruiting system to supply these needs.

It is doubtful if any one recruiting system meets all these requirements. At the same time, there are literally dozens of methods and variations that can be used.

Roughly, these different methods may be classified into three groups: general recruiting, personal recruiting, and specific recruiting.

The term "general recruiting" refers to the many different activities by the organization or its members that cause others to voluntarily request membership. There was a time when this was done by the very simple and direct act of placing advertisements in the sporting sections of various newspapers. These ads which read, "Join the underground resistance movement, an organization of patriotic Americans dedicated to the defense of both national and individual freedom." were a form of general recruiting and were effective at that time.

Of course, this method now seems ridiculously unsafe and naive. At the time, however, it proved to be quite effective. It enables us to locate isolated individuals in many areas where we had no previous contacts. In fact, some of our best leaders now are men who once answered such newspaper advertisements. Of course, this method lasted only till the liberal establishment realized what we were up to — then nearly all major newspapers refused to take our ads.

Another tactic is to advertise something for sale which would most likely be purchased by people of the type most apt to be prospective recruits. This method is still being used effectively by both the national organization and locally by

individual bands.

The hundreds of thousands of patriotic leaflets, stickers, and other pieces of literature that our members have left scattered about have also proven to be an effective means of general recruiting.

These methods of general recruiting are efficient, that is, they do produce a large number of prospective recruits in proportion to the time and effort expended. They are safe so far as protecting the identity of the person placing the advertisement or distributing the literature is concerned. It is not secure so far as the new recruit is concerned. All too often, they will put their return address on the envelope when writing in for information.

General recruiting methods are not selective. They bring in a lot of good people, but they bring in many undesirables also. The latter must, of course, be weeded out by other means.

Most methods of general recruiting presupposes reasonable freedom of the press, freedom of speech and freedom o of assembly. As these freedoms are gradually denied to the organization, ever greater caution and deception must be used.

Personal recruiting methods require one or more members of the organization to personally find, evaluate and recruit each new member. Such methods are less effecient but are more selective than general recruiting.

Personal recruiting involves three separate steps. As conducted by professional intelligence agencies, a different person performs each separate task. These three individuals are referred to as the "tipper," the " researcher," and the "recruiter."

The "tipper" is the person who originally sends in the "tip" to the organization that such-and-such a person might be qualified and obtainable as an intelligence agent or potential member of the underground movement.

The "tipper" may work at his or her job either part-time or full-time. Actually, this should be the part-time job of every member of the organization. Everyone we meet, no matter how casually, should be quickly evaluated as a potential member.

The tipper passes on to his band leader or regional coordinator the name, address, and whenever possible, the telephone number of the potential recruit. He also includes all information he has about this individual, with any suggestions whereby further information about them may be obtained, and a brief resume as to how they met the potential recruit, of the source of their information about them.

The average member, in his role as a part-time tipper will keep his eyes open for potential members as he goes about all his daily activities.

The full-time tipper makes it a special point of joining many different organizations, attending social functions and other activities where they will meet a maximum number of people. Many full-time tippers go so far as to change jobs frequently for this purpose.

As he gains experience, the tipper learns to look for subtle clues that may alert him to potential underground recruits, intelligence or espionage agents. Surprisingly enough, patriotism is not necessarily an essential qualification. None of us are born patriots. This is something we learn from sources outside ourselves. The fact that a potential recruit has not had the opportunity or occasion to develop a strong sense of patriotism prior to the time he or she comes to the attention of the tipper should not be considered a great obstacle. The quality of patriotism may be developed or strengthened during the training process.

Good basic character, intelligence, and emotional stability are the principle qualifications.

There is perhaps one other essential qualification that is more difficult to define. All of us want to feel that our lives are meaningful. This usually means that we are engaged in meaningful work, that our talents and abilities are being used to achieve some worthwhile purpose. If such is not the case, then a person will consciously or subconsciously be dissatisfied. Look for the person whose abilities are not being fully utilized.

In other words, look for persons who are looking for a cause. Such a person is the best possible candidate for our work. What greater cause could a person possibly work for than the cause of freedom? What possible task could more

meaningfully utilize a person's time and talents than the fight to preserve our liberty for future generations?

Under the ideal conditions, the "tipper's" work should be finished once he submits the prospect's name and basic data.

It then becomes the job of the researcher to learn all he possibly can about the prospect. His general background, family, education, work experience, basic religious and political beliefs, general character, habits, personality, friends, hobbies, temperament, and many other factors must be carefully investigated. Remember, we are looking for quality, not quantity.

This investigation should, if at all possible, include at least one personal interview between the prospect and the "researcher." During this investigation, and especially during the interview, the prospect should not be given the slightest hint that he is being investigated. Neither the tipper nor the researcher should indicate to the prospect in any manner that they are members of this organization or that they have any particular interest in him.

If the "tipper" and "researcher" both belong to the same unit, and if the prospect is being considered as a possible member of that unit, then the decision to recruit or not to recruit is the responsibility of the unit leader.

If the propsect is a person of special importance, or if the researcher is working under the direction of higher organizational leadership, then the decision lies with that leadership.

Following a favorable decision, the prospect is then contacted by the recruiter.

Of the three members involved, only the recruiter identifies himself as a member of the organization, and even in this case, only when he has satisfied himself that an invitation to join will be met by a favorable response.

Time does not permit a complete description of the methods which the recruiter may use in convincing his prospect. Here are some guidelines:

A. Do not rush. Although a single interview must suffice in some cases, other cases may require several meetings to accomplish the objective.

B. Arrangements for the interview must provide quiet, privacy and sufficent time for the recruiter to cover his material thoroughly.

C. By his dress, speech, manner of presentation, and in every other possible way, the researcher will attempt to impress the prospect with the seriousness of the situation and the importance of the meeting to the prospect personally. The fact that the recruiter can begin his interview by reviewing and confirming a considerable amount of personal data about the prospect will help considerably in this regard.

D. During the meeting or meetings, the recruiter must accomplish seven things.

First — He must be given a thorough and convincing picture of the Communist threat.

Second — He must be convinced that the Communists can and will win with the tactics they are now using, whereas our government cannot possibly win with the tactics they are now using.

Third — He must be convinced that the Communists already have such complete control over the American news media and political processes that it is impossible to change our own government's policies by the customary means of politics and public opinion.

Fourth — The prospect must be convinced that a life and death conflict is raging right now between the forces of freedom and the advocates of world slavery — the chief weapons of which are espionage, subversion, propaganda, and psycho-political warfare.

Fifth — He must be convinced that our government is not using those weapons effectively — that if the American people expect to be saved from slavery, they are going to have to do so themselves. If the prospect thinks that only the government has the resources for such a job, then the recruiter must remind him that the government has nothing except what it first takes from the people. It is within the hearts and souls of 190 million American citizens that our real strength lies. If the government won't do it, then the people, must and can.

Sixth — The prospective recuirt must be convinced that we are the most experienced, most dedicated, and best disciplined organization that is involved in this fight at the grass-roots level — that we have a program that holds promise of ultimate victory.

Seventh — The prospect must be convinced that he is personally needed to perform an important task that urgently needs to be done and that his energy and ability will be best utilized as part of the organization.

In actual practice, we must, unfortunately, sometimes compromise what we should do with what we can do. In the case of recruiting, this is most often true regarding the work of the researcher.

We obviously can't call up a man's employer or go banging on his neighbor's doors, or probing into his private affairs. Yet it is essential that we obtain, by tactful and unobtrusive means, a fair picture of the recruit's loyalty, ability, personality, and other important qualifications.

All this takes time as well as tact and experience. Like most members of our organization, all our trained researchers must hold down regular jobs during the normal work-week, and try to squeeze their organization work into their evenings and weekends.

To properly research a single prospect might require several evenings, thus, our researchers cannot possibly do all the work that is expected of them. In many cases, we won't even have a qualified researcher within reasonable driving distance of the prospect's residence.

In such cases, the tipper must act as researcher, also. This means that when the average member runs into a likely prospect and sends in this information, he should make his report just as complete as humanly possible. In addition to such obvious information as the name, address, phone number, age, and sex of the prospect, this report should include the prospect's occupation; not only the type of work he is now doing, but jobs he has held, or occupations he has been engaged in previously. The report should cover not only the prospect's political philosophy, but as much as can be learned regarding the political beliefs of his close relatives.

Information about his close friends is valuable, since it is often true that a man is known by the company he keeps. An accurate physical description of the prospect is desirable along with comments on his personality, speech, and other mannerisms.

The report should include the tippers thoughts as to how the prospect may be of value to the organization. It is not by any means essential that the prospect be actively interested in the study of classical guerrilla warfare. I'm thinking, for example, of one member who has never shot a gun or paid a month's dues — but he does make his private plane available to the organization anytime it is needed — of an attorney that isn't the least interested in field maneuvers but will provide legal advice.

Keep in mind that within a resistance movement, four non-combatants are needed for every one guerrilla fighter.

To encourage our members to locate prospective members — especially those qualified to hold jobs requiring special ability or training — we have available a printed form which we call a "Prospective Data Form." A number of these forms which are printed on 8½ x 11 pages contain spaces for this and other information. Keep a few of these forms on hand at all times. Keep alert at all times for those persons having the physical, mental, and patriotic qualities that are needed by an organization dedicated to the final defense of our national and individual liberty.

This does not mean that the Prospect Data Form need be made out for each new member recruited into your own bands. To do so would needlessly swamp our limited clerical staff. They should be used only when a special security check is needed or with perons whose potential value would make a special recruiting effort worthwhile.

While the "tipper" and "researcher" may of necessity be one and the same person, the actual recruiting should, if at all possible, be done by a different member.

Unless the new recruit is assigned to the same band as the tipper or researcher, they need never know whether the prospect actually does or does not become a member of the organization.

Even when a single person acts as a tipper, researcher, and recruiter, it is desirable that he follows this same sequence of events. The recruiting effort should always proceed in an orderly manner without neglecting any essential step.

The tipper will make a bad mistake if he goes out looking for some particular type of prospect. It is equally bad to overlook a possible recruit simply because he does not fit the tipper's preconceived opinion of what a good member should be.

We are aksing the recruit to give his time and his money. We are asking him to disrupt his normal life and do without many of the luxuries that most people value so greatly. If we expect the recruit to accept our offer, we must provide him with some very compelling reasons for doing so.

Not all people will do the same thing for the same reason. One person may join an underground movement for patriotism, another for revenge, another may join out of respect for a unit leader, still another may join simply to find excitement.

Almost anyone can be of some value to the organization. Salesmen make excellent recruiters, businessmen are needed in administration, houswives who will pledge just two hours a day as analysts for the intelligence department are urgently needed, taxi drivers, hotel bell hops, and telephone switchboard operators are excellent sources of information. Truck drivers are needed as couriers, a waitress in a truck stop can first help recruit the drivers, then act as a live drop for the transfer of messages. Secretaries for various projects are needed very badly. The high school boy of today may be the unit leader of tomorrow, and today's high school girl may be tomorrow's intelligence specialist. The list can go on and on. It is hard to imagine any trade or occupation that would be of value to an underground organization.

Do not discard prospective members too quickly just because they are not fully informed. Pay less attention to what the prospect is right now. Give greater consideration to what the prospects can become after they receive proper training and indoctrination.

The one type of person we don't need is the habitual

blabber-mouth who is psychologically incapable of adopting good security measures.

There are several points from our propaganda training that can be of value in recruiting. Much of the recruiting process involves a kind of propaganda.

Both the recruiter and the propagandist must see that their message reaches the right people!

Only a certain percentage of any audience will believe a given propaganda message. Only a certain percentage of prospective members will respond to a recruiting effort. The law of averages will work in both cases. The surest way of getting more recruits is to talk to more prospects.

Both the propagandist and the recruiter must hold the interest of their audience, and must tell a convincing story. The recruiter must be prepared to back up his statements with logic, testimonials, official documents, or other appropriate proof as may be necessary.

The recruiter, like the propagandist, must aim his presentation at strong basic motives.

A person's motives may change with time and experience. The member who originally joined simply to seek relief from boredom may end up fighting for patriotism.

The researcher's most important job is to correctly decide which emotional appeal will be effective with that particular individual.

The final objective of both propaganda and recruiting is to produce action. In the case of propaganda, the type of action may vary greatly. In recruiting, the objective is always the same — to obtain the willing cooperation of a prospective new member.

This brings us to the third type of recruiting techniques — specific recruiting. This is used to bring into the organization some particular individual who, by virtue; either of the position they hold or some special information they possess; is extremely important to the organization. Such persons may be of many types. He may already be a patriot — perhaps a member, or even the leader of some other organization with whom we wish to form a close affiliation. The prospect may be completely neutral in their political beliefs — for

example, the personal secretary of some important politician or other person whom we wish to influence, or about whom we wish information. The prospect might even be a member of the enemy apparatus or a fellow traveler that we might be able to recruit as a spy for our own organization.

Specific recruitment usually begins by having confidential members of the underground become personally acquainted with the prospect. After careful study and evaluation, a plan is developed as to how this particular prospect may best be influenced. Based on his individual personality, beliefs, position, background, and similar factors, a regular sales plan is worked out to meet the requirements of each case.

Generally speaking, this plan must accomplish the same seven objectives as outlined under "Personal Recruiting." Usually this must be done much more slowly and subtly. With personal recruiting, a single interview may frequently suffice, whereas such an occurrence would be rare in the case of specific recruiting.

More likely one or more members would have to continue a personal acquaintance with the prospect for several days, weeks, or months. During this time, the prospect is very carefully given certain information, presented in a manner calculated to be most easily accepted by him, and without our member ever, in any way, appearing trying to influence the thinking of the prospect. On occasion, the prospect may end up thinking that it is he who is trying to convince the member that stronger steps must be taken to combat the threat of Communism.

One or more of the seven steps referred to may be unnecessary, or may be especially difficult, or especially important, depending on the conservative, neutral, or liberal viewpoint of each particular prospect.

The typical conservative will not need to be convinced as to the threat of Communism, but it may, on occasion, prove difficult to convince him that political activity will prove inadequate to the task.

Frequently, it is the political neutral that proves easiest to recruit by specific recruiting techniques. Here the principal requirement is to convince the prospect that he or she is

personally needed and that they must set aside other personal activities to perform the task assigned them.

In recruiting a spy within the ranks of ultra-liberalism these techniques may be backed up with stronger pressure bordering on blackmail, threats, or bribery. Still, a genuine change in the prospect's political beliefs should be created if at all possible.

Actual recruiting systems will not always fall clearly into one of the three basic methods of general recruiting, personal recruiting, and specific recruiting.

Suppose, for example, that an underground member puts an ad in the paper to sell a pistol. This lies within the techniques of general recruiting. If he sizes up the people who come to look at the gun, decides one of them might be a likely prospect for membership, and tips off the organization to this effect; then he is utilizing the first step of personal recruiting.

As another example, suppose six different people work in the same public office. Any one of them could provide us with desired information. All six may be researched by the techniques outlined under personal recruiting in order to pick out the most likely target for specific recruiting.

Regardless of the methods used, the over-all recruiting effort must be regarded with utmost seriousness by all members of the underground organization. It must be constantly pursued with cautious energy. It must, in its final effect, meet the four basic requirements of efficiency, selectivity, security, and dependability.

We must keep constantly in mind the seven basic facts that must be used in converting a prospective member to our point of view:

First — He must be given a thorough and convincing picture of the Communist threat.

Second — He must be convinced that the Communists can and will win with the tactics they are now using, whereas our government cannot possibly win by the tactics they are now using.

Third — He must be convinced that the Communists already have such complete control over the American news media and political processes that it is impossible to change our own government's policies by the customary means of politics and public opinion.

Fourth — The prospect must be convinced that a life and death conflict is raging right now between the forces of freedom and the advocates of world slavery — the chief weapons of which are espionage, subversion, propaganda, and psycho-political warfare.

Fifth — He must be convinced that our government is not using these weapons effectively, that if the American people expect to be saved from slavery, they are going to have to do so themselves. If the prospect thinks that only the government has the resources for such a job, then the recruiter must remind him that the government has nothing except what it first takes from the people. It is within the hearts and souls of 190 million American citizens that our real strength lies. If the government won't do it, then the people must, and can.

Sixth — The prospective recruit must be convinced that the underground is the most experienced, most dedicated, and best disciplined organization that is involved in this fight at the grass-roots level — that we have a program that holds promise of ultimate victory.

Seventh — The prospect must be convinced that he is personally needed to perform an important task that urgently needs to be done, and that his energy and ability will be best utilized as part of the underground organization.

If all these requirements are met — the end product will be an effective and successful organization — made up of enthusiastic and energetic members — loyal to the heritage of our forefathers — to the ideals of America — and dedicated to the very end that we shall never surrender!

At this time, please refer to the work sheet that covers from page 69 thru page 81 of this training course. Complete the work assignments to the best of your ability and mail the work sheet to your mail drop for grading.

WORK SHEET

Covering pages 69 thru 81

Please answer the following questions on a separate sheet of paper. Place your I.D. Number and date in the upper right-hand corner, and send to your mail drop.

1. What are the three principle types of recruiting?
2. Explain the task of the tipper, researcher, and recruiter in a professional espionage system.
3. List as many ways as you can think of by which the tipper can locate new recruits.
4. Why is it important for the researcher to consider the possible motives which a new prospect might have for joining the underground?
5. Which basic motives might be more likely to cause a woman to join the patriotic underground as compared with the more common motives for which men join?
6. Which basic motives might cause students and younger people to join as compared with the motives of middle-aged and older persons?
7. List four guide lines that a recruiter should follow during his interview with a prospective recruit.

* * * * * * * * * * * * * * * *

The following projects should be done if at all possible in your particular case.

1. Visit some public place (such as a bus station) and inconspicuously leave some recruiting propaganda leaflets where passers-by will find, and perhaps read. From an observation spot nearby, observe their reaction to these leaflets.

Training Course "B"

RESISTANCE WARFARE

The primary purposes of this course are:

(a) To broaden the student's knowledge of the general aspects of resistance warfare as compared with the much more limited considerations of guerrilla warfare.

(b) To review some of the basic skills and abilities that are of special value in a resistance movement.

(c) To encourage the student to think for himself in seeking new solutions for unusual problems.

This course is not easy.

It is not our intention to provide you with a couple of evening's pleasant entertainment.

To complete this course successfully, the student will have to work. He will need to complete several extra work projects on his own initiative. There are several outside reading assignments included. In many cases, the student will have to find his own sources of information. We mean this to be a challenge to your imagination and ability.

Those students who do a good job of completing this course will have gone a long way in developing not only the technical skill, but also the mental attitudes necessary to survive as a valuable member of an underground resistance movement.

Outline

The general range of material to be covered in this training course on Resistance Warfare is outlined below:

I. EVOLUTION AND DEVELOPMENT

a. dissatisfaction
b. political basis
c. leadership
d. underground and guerrilla warfare
e. support of the population
f. seizure of government

Work projects on:
Combat intelligence and security
Weapons and supplies
Crowd and riot control

Test.

II. STRATEGY AND OBJECTIVES

a. principle of deliberate delay
b. principle of provocation
c. principle of natural allies
d. principle of continued resistance (protracted conflict)
e. to politically orient and win support of population is major objective

Work projects on:
Combat strategy and tactics
Medical aspects of guerrilla warfare
Personal defense and survival

Test.

III. LEADERSHIP AND ORGANIZATION

a. leadership qualifications
b. leadership in action
c. types of organizations
d. organizing a resistance movement

e. conventional military organizations

Work projects on:
- Security and counter-intelligence
- Psychological warfare
- Leadership and organization

Test.

IV. TRAINING

a. skills needed
b. procedure
c. training aids and equipment
d. division of labor

Work projects on:
- Communications
- Surveillance
- Sabotage

Test.

V. FINANCE AND SUPPLY

a. historical examples
b. current situation
c. predicted situations

Work projects on:
- Explosives and demolitions
- Advance intelligence techniques
- Escape and evasion

Test.

UNDERGROUND RESISTANCE MOVEMENTS

(Phase I)

The term "Resistance" as we use it here, means the total of all the efforts which a captive people can use to protect themselves from oppression by an illegal government and eventually regain their freedom.

Such a description obviously covers a wide range of activities; everything from a mildly uncooperative attitude to outright revolutionary warfare. It also refers to the building of a complex organization, the planning of strategy, the execution of revolutionary tactics, the gathering of intelligence, dissemination of propaganda, manufacturing of weapons, committing acts of sabotage, maintaining security, and a hundred similar tasks.

A modern army is extremly complicated. The many different types of weapons, transportation, communication, personal services, logistics, intelligence, coordination, etc. require a seemingly endless list of skills and abilities. A modern resistance movement is even more complicated. In addition to all the functions of a military organization, the resistance movement must also include many functions of government and industry.

It should be obvious, therefore, that guerrilla warfare is only one small part of resistance warfare.

An army is required only to get to the battle and fight. It does not have to manufacture the weapons it fights with. A resistance movement must contend with all these problems and many others. Thus, the success of a resistance movement will depend greatly on the knowledge and technical skill of its members.

No one person can have more than some small part of these needed skills and abilities. This is why we must have organization. There must be a division of labor within the organization with different people specializing in different subjects. Each member must know his job. At the same time, each member of a resistance movement must have a general knowledge of the development, strategy, and actions of the organization. He must know how his job fits into the pattern. He must have a general idea of jobs other than his own that he may be required to do on an emergency basis.

For example, there will be within the resistance movement, those members who are expert in the use of codes and ciphers. All members do not have to have an extensive knowledge of cryptoanalysis, but all should understand the basic principles.

Suppose the resistance intercepts a coded enemy message. The unit leader should be able to make an educated guess as to how long may be required to break the code and read the message. He can then make a decision as to whether to proceed with his current plans or wait for such additional information as the message might reveal.

Each combat team should include one member with specialized skill in first aid, preventive medicine, basic therapeutics and minor surgery. Not every member of the team needs this knowledge, but each should be capable of giving emergency first aid to a sick or wounded companion.

If a totalitarian government ever seizes complete control in the United States, it will be a terrible thing to behold. We must expect that they will use all the methods of modern science to control the actions, movements, and even the thinking of ordinary citizens. If a resistance movement is to survive under such a Socialist Police State, then the underground also must make every possible use of modern science.

As we objectively observe the power controlled by the enemies of freedom, it is easy to become discouraged. Our best; perhaps our only hope lies in the unique nature of the American people. No where else in the world do the average citizens have such a high degree of technical competence.

For example, most radio or television repairmen can

easily construct electronic surveillance equipment, remote control devices, electronic alarm systems, and a variety of communications equipment. There are more skilled radio and television technicians in the United States than in all the rest of the world put together.

Nowhere else do so many metal lathes exist as the personal property of individual citizens. There are thousands of them in basement workshops from coast to coast. Each one of these is a potential manufacturing plant for sub-machine guns.

An ordinary household thermostat, some scrap lumber, an electric hot plate, a few old beer bottles, a dead rabbit or a can of green beans — these are all the ingredients needed to grow microbe cultures suitable for suitable for biological warfare. There must be a million doctors, druggists and biologists in this country with the necessary know-how to produce such lethal agents.

If our nation is ever conquered, then our captors may soon wonder which are the masters and which are the slaves.

Many members of the underground will carry, concealed in their clothing, a number of small tablets of poison. Each of these will be no bigger than the head of a pin. They will be tasteless, and each one capable of killing a dozen people.

For patriots that may not have these available, there are many other items that will serve nearly as well. Ethelene glycol (permanent type anti-freeze) can always be stolen from the enemy. This chemical has a pleasant, slightly sweet taste. Two or three ounces is a fatal dose, and is easily hidden by the taste of soft drinks, or could be cooked into food such as puddings, pies, etc. Following a fatal dose, the victim will not notice any ill effect for perhaps 48 hours. After symptoms begin to develop, there is no known way of saving his life.

Temporary type anti-freeze (wood alcohol) is best disguised in other alcoholic beverages. If the victim does not die, then he will probably be blind for the rest of his life. Our enemies must never dare accept a cigarette from even a trusted friend. They must never dare have a cup of coffee in a public restaurant. They must never have someone else prepare their meals.

The receiver of every public telephone contains a small disk in the ear piece, about an inch in diameter, and half an inch thick. This can be used as a sensitive microphone. A small transistor radio can provide the parts to build an audio amplifier. By combining these two items, the resistance movement could have an almost inexhaustible supply of eavesdropping devices that could be planted in the building occupied by the enemy.

There are an estimated eight million 12-gauge shotguns owned by American citizens. There will be available to the underground, a number of special projectiles that can be fired through these ordinary shotguns. They are capable of hitting a target the size of an automobile 400 yards away. One is a small, shaped, charge projectile capable of penetrating two inches of armor. Another is an incendiary device suitable for sabotage or terrorist activities. A third is a high explosive anti-personnel projectile, capable of penetrating the wall of a frame house and probably killing every person within a room inside. A fourth will contain enough nerve gas to kill several hundred people, if exploded in an auditorium or similar enclosed area.

These projectiles will convert a completely legal sporting arm into a weapon of devastating potential. Complete plans for their construction (including manufacturing directions for the propellant, the explosives, and the nerve gas) are hidden away in many different places. Even if the underground organization as such, were completely destroyed, this and similar information will survive for use by patriots of the future.

The tubing from old television antennas can be used to make "shotgun" microphones, capable of picking up a normal conversation a block away. Substitute dynamite fuses can be made by mixing black powder with water and rubbing it into binder twine. If necessary, the black powder can be manufactured from nitrates extracted from the dirt floor of a chicken coop, and mixed with wood ashes. Ground-to-air rockets able to hit helicopters or propeller-driven aircraft are easily within the manufacturing capabilities of an American underground. A remote control detonating device can be made from an old door bell. A directional booby trap can be

made by placing a shotgun shell in a short piece of water pipe, closed at one end with a firing pin driven by a piece of a screen door spring. There are nine known ways of converting a woman's nylon stocking into a deadly weapon.

The list is endless. This nation's junk yards and city dumps can provide the weapons for an army of a million patriots.

In 1941, Greece was invaded by a massive Italian army, equipped with the latest weapons. The Greek army was small and its weapons were antique, yet they fought the Italians to a standstill and then forced them to retreat. The Greek commander, General Papagos, was asked how his army was able to do so well. He replied, "My men know how to use what they have."

This is what American patriots must do. We must not allow ourselves to become too discouraged by the constant shortage of people, money, and time. We must learn to improvise what we need, and make the best possible use of what we have. In the long fight, our greatest need will not be for weapons, but for courage.

Members of an underground resistance movement must be able to think for themselves. In any underground army, communications are slow and often entirely lacking. When plans go amiss, the individual member cannot always contact the next in command for additional instructions. Even if he does reach him, the commander may be too swamped with other problems to give his junior member prompt attention. At such times, the member must act on his own initiative and make his own decisions. Chances are, they will be the right decisions if he has trained himself properly.

The written material of this advanced training course does not include nearly all the material which those taking it will need to learn. For the most part, it will simply suggest areas where further study may be desirable. In other cases, the student must rely on his own ingenuity to find the necessary sources of information.

In addition to the course on Resistance Movements, there are fifteen other advanced courses of a more technical nature, either available to our members, or in the process of comple-

tion. In this present course, we will also study briefly a better selection of those fields in which he wishes to become more proficient.

This course requires the student to learn to do quite a bit of writing. This will prove difficult for some individuals, but it is essential for development of leadership qualities. The very first requirement of a leader is the ability to communicate his thoughts to others, clearly and concisely.

WORK PROJECTS

(for Phase I of Training Course B — Resistance Warfare)

Work Project No. 1

Read the mimeographed material in this lesson, then answer test questions 1 through 4.

Work Project No. 2

Read the printed material titled Chapter 2 — Resistance and Guerrilla Warfare (reprinted from Special Forces TM - 31 - 21), then answer questions 5 through 7.

Work Project No. 3

Read the first six chapters of the book "Guerrilla" by C. W. Thayer. (DO NOT read beyond page 97 at this time, as the last part of this book will fit into the second phase of this training.) As you do so, answer questions 8 through 15.

Work Project No. 4

Read over the three attached outlines for the Training Course on:

Combat Intelligence and Security
Weapons and Supplies
Crowd and Riot Control

Find and read such information as will give you a basic knowledge of these subjects.

Then submit all suggestions and material you feel might be helpful in preparation of courses on these subjects.

COMBAT INTELLIGENCE & SECURITY

Combat Intelligence & Security

I. Types of intelligence
   a. strategic intelligence
   b. combat intelligence
      1. intelligence gathered by, and directly affecting the fighting unit at or near the combat zone.

II. Sources of combat intelligence
   a. advance research
   b. friendly civilians
   c. other combat units
   d. telescopic or photographic surveillance
   e. scouting (skills and procedures)
   f. patrolling
      1. reconnaisance
      2. combat
   g. inspection of captured material
   h. interrogation of prisoners

III. Types of security
   a. strategic
   b. combat
   c. secrecy
   d. physical protection

IV. Maintenance of security
   a. security of headquarters or redoubt

b. security of travel
c. security of communications
d. personal security
    1. words
    2. actions

WEAPONS & SUPPLIES

I. Types needed
    a. weapons
        1. small arms
        2. mortars and rockets
        3. booby traps and mines
        4. explosives
        5. chemical and biological weapons
        6. improvised
        7. anti-tank
        8. anti-aircraft
    b. other supplies
        1. food
        2. clothing
        3. shelter
        4. transportation
        5. communication
        6. medical, etc.
        7. intelligence
        8. propaganda
        9. manufacturing
        10. gas masks

II. Special requirements
    a. resistance
    b. underground
    c. guerrilla warfare

III. Sources of supply
    a. stored from period of deliberate delay
    b. friendly civilian population

c. friendly outside sources
d. stolen from enemy
e. fabricated or improvised

IV. Maintenance
a. weapons
1. repair
2. replacement parts
3. routine care
b. equipment
1. routine care
2. repair
3. replacement

V. Storage
a. choice of material to be stored
b. ready when needed
c. packing and containers
d. preservation

VI. Manufacture of weapons, explosives, and other essential material
a. theory
b. practice
c. equipment
d. sources of raw material

RIOT AND CROWD CONTROL

Introduction

Lesson I — THEORY

A. The law regarding civil disturbances
a. By city and state authorities
b. By military authorities
c. By other federal authorities

B. Types of gathering
a. Casual groups

b. Expressive crowds
c. Mobs

C. Mob psychology
a. History of tensions
b. Leaders

D. Mob Motivation
a. Cause and effect in mob control
b. Types of Mobs
c. Personal behavior within mobs

E. Police Tactics
a. Advance planning
b. Responsibilities
c. Point of attack
d. Selection of assembly area
e. Closing of business
f. Anti-riot equipment and supplies
g. Formation of anti-riot squads
h. Prolonged action

F. Duties of Commanding Officer
a. Preservation of life and property
b. Attitudes
c. Organization
d. Confidence
e. Discipline

Lesson II — PRACTICE

G. Planned Demonstrations
a. Tactics of demonstrators
b. Police methods to counter tactics

H. Structure of Police Anti-riot Formations
a. Baton squads and platoons
b. Fire teams

c. Line of authority

I. Use of Police Baton
   a. Manual of arms
   b. Defense
   c. Offense

J. Use of Gas and Chemical Agents
   a. Police gas squad
   b. Equipment
   c. Tactics
   d. Tactical factors
   e. Sources of supply

K. Communication Between Officers
   a. Arms and hand signals
   b. Radio
   c. Lights and flares

L. Riot Control Formation

TEST QUESTIONS

(for Phase I of Training Course B — Resistance Warfare)

1. Read over the "Outline" of this course (pages 84 and 85 of the printed material). Are any subjects listed which you feel should have been included? If so, what?

2. In this outline there are 15 other subjects listed as work projects. Which two of these would interest you most for additional training?

3. What are the main differences between "resistance warfare" and guerrilla warfare?

4. We have listed a number of weapons and surveillance devices that might be improvised by resistance forces for their own use. List several other items that an American

underground organization might find it possible or necessary to manufacture.

5. A resistance movement evolves when sufficient dissatisfaction develops between the people and their government (legal or illegal) or the established social order. Do you feel that sufficient dissatisfaction now exists among one or more segments of the U.S. population to support an organized resistance movement? Answer yes or no, then explain your answer.

6. Under "Motivation," seven different reasons are listed as possible reasons for which persons may join a resistance movement. Which two of these do you think would be most common among the American people today?

7. Is a highly industrialized nation more or less vulnerable to guerrilla warfare than a less civilized nation?

8. In the introduction of "Guerrilla," the statement is made that it is not always necessary to destroy the enemy army to achieve victory. Why is this true?

9. Chapter 2 of "Guerrilla" lists a number of reasons for the "Bay of Pigs" defeat. Do you feel there were other important reasons for the defeat not mentioned in this book, and if so, what were they?

10. In chapter 3 of "Guerrilla," list the steps taken by Magsaysay to deprive the Huk guerrillas of civilian support.

11. In chapter 4, the statement is made: "The Achilles heel of the guerrilla movement is not the elusive guerrilla in the forest, but the family and property he leaves at home." The same holds true for members of a resistance movement once their identity is known and they must flee to avoid arrest. What methods can you suggest to avoid this weakness?

12. Why is formal military training of little value to the leaders of a resistance movement.

13. Why is the "cause" for which the guerrillas fight of such great importance to their final success?

14. What are the four phases of a successful guerrilla war, as outlined on pages 77 and 78 of "Guerrilla"?

15. In chapter 6, the importance of secure base areas to guerrilla success is emphasized. Are there any areas of the United States that meet the necessary geographical requirements?

OUTSIDE READING

Phase 2 Reading Assignment:
Pages 1 thru 115 in "Spymaster," by Ladislas Farago.

Phase 3 Reading Assignment:
Pages 203 thru 239 in "Spymaster," by Ladislas Farago.

Phase 4 Reading Assignment:
Pages 241 thru 254 in "Spymaster," by Ladislas Farago.

Phase 5 Reading Assignment:
Pages 116 thru 119 in "Spymaster," by Ladislas Farago.

Note: "Spymaster" by Ladislas Farago was originally titled, "War of Wits."

ADDITIONAL REFERENCE BOOKS

"Burn After Reading" by Ladislas Farago
"Spy in the U.S." by Pawel Monat with John Dille
"The Craft of Intelligence" by Allen Dulles
"Room 3603" by H. Montogomery Hyde
"Spies and Strategems" by Lovell
"I Was a Soviet Spy" by Granousky
"The Secret War" by Sanche de Gramont
"Guerrilla" by Charles W. Thayer
"Seven Pillars of Wisdom" by Lawrence
"Guerrilla Warfare" by Che Guevara
"Grivas Portrait of a Terrorist" by Dudley Barker
"Guerrilla Warfare" by Yank Levi